



New Mexico Workforce Connection

Valencia County Works

Business Plan

221 South Main Street
Belen, New Mexico 87109
505.861.2144

**Workforce Connection of Central
New Mexico (WCCNM)**

May 29, 2006



VALENCIA COUNTY

BUSINESS PLAN

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2-4
1. BUSINESS & INDUSTRY SERVICES	5-21
2. JOB SEEKER & WORKER SERVICES	22-31
3. COORDINATION OF BUSINESS & WORKER SERVICES	32-36
4. ASSESSMENT OF COMMUNITY & FAITH BASED SERVICES	37
5. COORDINATION WITH COMMUNITY & FAITH BASED ORGANIZATIONS	38
6. MANAGEMENT & ADMINISTRATION	39-45
7. RESULTS	46-47
8. APPENDICES	48

VALENCIA COUNTY BUSINESS PLAN

EXECUTIVE SUMMARY

New Mexico's workforce system will be business-driven. To achieve these goals, the Workforce Connection of Central New Mexico (WCCNM), which is the Central Areas Board designation, plans to begin operation of its first Workforce Connection One-Stop office, with implementation beginning on or before June 30, 2006, and expanding in the short-term and mid-term to fulfill and enhance business-driven, integrated workforce services. WCCNM's Valencia County One-Stop will demonstrate the business-driven approach, with workforce and human resource services meeting the expectations of the general business community, tailored to facilitate the growth of economy and focus on priority industries. The following Business Plan for Valencia County states the Board's vision and mission (see Tables A and B) and captures the significant decisions and strategies, which are summarized here, in this Executive Summary.

The WCCNM has designated the following industries as "priority industries": health care, manufacturing and construction. These industries are currently significant and are projected to remain significant in the foreseeable future, offering career opportunities, providing high paying, high skill jobs, and contributing significantly to the region's economy. _____ Percent of WCCNM-available training resources are targeted to development of skills in priority industries. The WCCNM has or is in the process of forming industry groups and/or aligning with industry associations. Called Industry Workforce Alliances, these groups and associations will determine the types of training to be delivered, assure training meets industry standards, and shape the workforce services to be delivered to businesses in their industries. The Alliances' work will be supported by a variety of WCCNM resources, including a dedicated Account Representative.

Workforce services to be provided by all WCCNM-area One-Stops are "Human Resources Basic". Human Resources Basic services are intended to provide a pool of qualified job applicants to Central Area businesses and industries. The intent is to train and to refer only individuals who meet the requirements of the job as described by individual business and industry. To achieve the intent, each One-Stop is expected to establish processes for improving its understanding of and responding to the requirements of businesses', particularly in the areas of job requirements, recruitment, assessment, testing, screening and follow-up. Objectives and operating goals have been established and performance targets identified for each (see Table C).

Actions critical to achieving the Board's goals and current status are arrayed in Table D. The Business Plan includes a fuller description of how the Valencia County One-Stop will achieve the Board's mission.

Table A

	Vision: WCCNM Business-Driven One-Stop	
	A strong economic environment, growing industries, highly competitive and profitable businesses, skilled and productive workers and growing, thriving communities.	

Table B

	Mission: WCCNM Business-Driven One-Stops	
	To deliver value-added workforce and human resource services that contribute to an economic environment in which Central Area industries are growing, businesses are highly competitive and profitable, workers are skilled and productive, and communities are growing and thriving.	

Table C

	Objectives & Operating Goals: WCCNM Business-Driven One-Stops	
	Deliver value-added workforce and human resource services by:	
1	Establishing industry groups and/or active working relationships with existing industry groups for the purpose of developing value-added workforce and human resources services, including training and other customized services, including process for the referral of qualified job applicants.	
2	Providing basic human resource services to all businesses in the Central Area	
3	Providing customized services to industries designated an economic priority	
4	Training individuals to industry standards and employer-based certifications	
5	Providing designated Account Representative to businesses in each priority area	
6	Providing single point of contact for businesses	
7	Providing dedicated phone line for businesses	
8	Packaging services to meet the expressed requirements of the business community	
9	Eliminating duplicate business contacts	
10	Providing value-added services, i.e., services that are relevant, valuable, reliable, customized, responsive, flexibly delivered, accessible and meet expectations	

WCCNM ACTION PLAN

Table D

ITEM	STATUS	ACTION	COMMENTS
1	X	Access Area's Economic Situation, Challenges, Opportunities	Accomplished
2	X	Determine Area's Priority Industries	Health Care, Manufacturing, Construction
3	B	Establish "Industry Representatives" to the Priority Industries	Pending contact with each industry; Board members & Executive Director, Site Managers to initiate contacts.
4	B	Establish Working Relationships with Priority Industries	Establish "Industry Workforce Alliances" with each industry or work through existing association; see 3 above.
5	B	Determine Workforce Services Required by Priority Industries	Recruitment, Screening for Job Qualifications; Skills Training to be identified.
6	B	Allocate Training Resources to Priority Industries	<u> </u> % of training funds to be allocated for jobs in Priority Industries; types of training to be determined.
7	B	Determine Two Locations to be One-Stops	Mountain Road (Albuquerque), Valencia County (Belen)
8	B	Identify Workforce Services for One-Stops to Deliver to Priority Industries	Initial concentration will be on learning the requirements of the businesses in the priority industries and customizing the services (including training).
9	B	Establish Metrics for Assessing One-Stop's Achievement of Goals	Allocation of training, success rate for training, and service improvement for Priority Businesses.
10	X	Complete One-Stop Business Plan	Mountain Road's and Valencia's Business Plans concentrate on providing quality HR functions, i.e. assessment that leads to quality screening, changing "case workers" to "career counselors" and identifying pool of qualified job applicants.
11	C	Commence Delivery of Training and Workforce Services	Emphasis on HR-related services delivery (see 10 above).
12	C	Continue Guiding Service Development & Service Delivery in One-Stops	Feedback mechanisms include industry experience, business response, and metrics.
13	C	Assess One-Stop (using "Self-Assessment" six months after services commence)	Formal review of operations is set for October with staff from Central Board, OWTD and site.

X= Complete B= Begun P= See Plan C= Continuing

VALENCIA COUNTY BUSINESS PLAN

1. Business & Industry Services

The Workforce Connection of Central New Mexico (WCCNM) provides workforce services to all businesses and industries in the Central Area. To better focus its resources (and in accord with New Mexico's One-Stop Guide), the WCCNM Board has designated "priority industries", those industries which are or most likely to be high-growth/high-wage, to provide job and career opportunities for workers and to contribute to significantly to the quality of life in the Central Area and the wealth of the State of New Mexico. In addition, the WCCNM has developed plans to provide all businesses with a range of value-added services to meet their workforce requirements. Called "Human Resources Basics", the services focus on referral of qualified applicants to any Central Area business requesting the services. While Human Resource Basics will be available

to all businesses in the Central Area, the Board’s identification of priority industries reflects its intention to target businesses in priority industries. Significant elements of the WCCNM plan to serve Central Area businesses and industries are described below, with specifics relevant to the Valencia County site.

A. Priority Businesses and Industries

Priority businesses and industries for the WCCNM and Valencia County area are: Health Care, Manufacturing and Construction. Businesses within the priority industries are priority businesses. The WCCNM designated an industry “priority” based on a number of factors, including the following: growing industry (i.e. increasing employment and payrolls), significant numbers of new and existing businesses, contribution to the Area’s quality of life, clear paths or opportunities for career mobility and promotion, and high-wage, high-growth. How these characteristics are reflected by these industries is shown in Table 1.

Table 1

PRIORITY INDUSTRIES	Growth	Existing & New Businesses	Quality Of Life	Career Options	High \$ High Growth	Contribution To State’s Wealth
Health Care	X	X	X	X	X	X
Manufacturing	X	X	X	X	X	X
Construction	X	X	X	X	X	X

The marketing and outreach that will be used for each industry includes: (1) forming new or working with established industry groups to identify for each industry the market challenges and opportunities, the workforce-related problems encountered and the types of workforce services valuable and relevant to solving the problems; (2) addressing the challenges and meeting the opportunities; and (3) following-up to continuously improve services and results. Working with each industry group, the WCCNM will guide development of training (content, format and delivery) for each industry and guide the customization of other workforce services for each industry. Working with the industry groups, called “Industry Workforce Alliances”, the WCCNM will assure training meets industry standards, and workforce and human resource services are delivered in a manner which is reliable and which adds value for industry businesses. The Industry Workforce Alliances’ work will be supported by a variety of One-Stop and/or WCCNM resources, including a dedicated Account Representative. The WCCNM is currently beginning to establish these working relationships, industry groups and associations to form “industry-workforce alliances.” The marketing approach is outlined later on page 11-15.

Businesses, job seekers, workers, the community, the Valencia County One-Stop and its partners and the WCCNM will benefit from successful delivery of workforce services to the priority industries, as described in Table 2.

Table 2

PRIORITY INDUSTRIES AND BENEFITS
<p style="text-align: center;">Health Care</p> <p>The aging current population requires additional health care services; in addition, the growth of the Central Area as an attractive retirement site will put additional pressure on current health care facilities, as in-migration of retirees accelerates. Finally, the continuing and recent favorable publicity and rating of the Albuquerque area as the number one site for business development in the United States will draw businesses and workers in greater numbers. Current businesses and businesses considering re-location to the area, consider available and accessible health care a priority. Workers and families rely on available and accessible health care to maintain a high quality of life for themselves and loved ones. The WCCNM is uniquely located and strategically situated to benefit from a successful health care service strategy, which will mean more job openings and training opportunities for the numerous job seekers who access the Workforce Connection for jobs and will result in more placements, higher wages, and improved career opportunities.</p> <p>Specific benefits accruing to health care facilities from improved workforce services include improved access to more highly skilled entry-level workers, skills improvement for current workers, improved productivity, fewer medical service errors, increased attendance, decreased turnover and higher morale. For workers & job seekers, benefits include wage, fringe benefits, stable employment, professional growth opportunities and career and professional growth opportunities. For the community, benefits include established health care facilities with competent, professional staff.</p>
<p style="text-align: center;">Manufacturing</p> <p>The manufacturing industry is, traditionally, a higher skilled and higher wage industry, and serves as an “attractor” to support industries, as well as stimulating the development of related services; thus, growth of the manufacturing sector traditionally has a multiplier effect on any area, through significant investment in infrastructure and facilities, by increasing the numbers and variety of new businesses and new jobs, by attracting investment (often from “outside” the area) and by bringing in profits from investment and sales beyond the Albuquerque area. Manufacturing requires a relatively higher skill level and wage than many others, provides career opportunities for workers and contributes to investment (both primary and secondary) throughout the area.</p> <p>Specific benefits accruing to the manufacturing industry from improved workforce services include improved productivity, reduced costs for recruitment from lower turnover and better “fit”, as a result of job profiling (leading to a more accurate understanding of the skill requirements), recruitment, screening and assessment of job candidates (aligned with accurate job skill requirements), and training of new and incumbent workers. Benefits accruing to workers include higher wages, improved benefits, enhanced skills, career opportunities and career mobility. For the community, benefits include stable employment, higher wages, and improved economic well-being.</p>
<p style="text-align: center;">Construction</p> <p>In four years, the population of the Albuquerque region surged 7% (2000 to 2004); reflecting the region’s growing economy and population, employment levels rose twice as fast as the national average in the last month of 2005. Construction of new residential and commercial facilities is required to support the current and projected population, as well as current and anticipated industry growth.</p> <p>A skilled workforce is particularly critical for a healthy and profitable construction industry; because the industry is extremely reliant on human capital (the construction industry has a high worker to capital expenditure ratio). A healthy and profitable construction industry requires skilled workers, and a healthy and profitable construction industry is a pre-requisite for area growth.</p> <p>Specific benefits accruing to the construction industry from improved workforce services include improved firm productivity, safety, and quality as a result of lowered recruitment costs, reduced turnover, and higher skilled workers. Benefits to workers include higher wages, improved productivity, safer working environment, and career mobility as a result of improved/additional craft skills, improved higher literacy and supervisory training. Benefits to the community include improved economic well-being as a result of higher wages, a continuing economic expansion and strong economic infrastructure.</p>

B. Services to Businesses and Industries

Workforce and human resource services will be provided through the Valencia County One-Stop to businesses in priority industries according to the guidance provided by each industry's Industry Workforce Alliance (or working group) and by specific businesses. Working with each industry will be a dedicated Account Representative, devoted full-time to the requirements of the industry. Workforce and human resource services will be tailored to the requirements of the industry. Follow-up and improvement will be assured by the continued involvement of each Industry Workforce Alliance and the WCCNM.

HEALTH CARE INDUSTRY

While the Health Care industry group is not yet fully functional, many of the Health Care industry's challenges are well known. Some examples include: difficulty recruiting new staff, difficulty retaining staff, high turnover and an aging workforce of skilled and certificated employees (creating more pressure for trained staff in the very near future).

(Note: These will be confirmed or modified as the Central Area's Health Care Workforce Alliance's work continues).

In response, we anticipate the following services will be provided. With respect to recruitment and screening prior to referral, the following techniques have proven to be effective: active retention programs, active recruitment, realistic job previews, job restructuring and development of career ladders, innovative training delivery supporting career advancement for incumbent workers. The Health Care Workforce Alliance is expected to endorse and support many of these services and require others, as well.

With respect to training, the following techniques have proven to be effective: use of flexible training delivery methods (including on-site classes, formalized coaching and mentoring), formalization of career ladders and lattices, flexible scheduling of classes and labs, etc. Closer work with training facilities, certification of current hospital staff as instructors and flexible scheduling of classes (including scheduling classes "on site") is expected to address some issues of poor participation and matriculation in training.

(Note: With the formation of the Central Area's Health Care Industry Alliance, Valencia County will begin implementation of tailored services for the Health Care industry.)

MANUFACTURING INDUSTRY

The Manufacturing industry group, like the Health Care industry group, is not yet fully functional, but many of the manufacturing industry's challenges are well known. Some examples include: difficulty recruiting entry level staff, difficulty training existing workers, and difficulty recruiting and training current staff for supervisory positions. (Note: These will be confirmed or modified as the Central Area's Manufacturing Workforce Alliance's work continues).

In response, we anticipate the following services will be provided. With respect to recruiting trained staff, the following techniques have proven to be effective: accurate identification of job requirements, company characteristics and working conditions and targeting high-interest workers. With respect to recruiting and training new and current production staff, the following services have proven to be effective: accurate descriptions of the skills requirement (based on job profiling), testing or assessment of applicant skills, verification of key job applicant information. With respect to developing current staff for supervisory positions, the following have proven to be effective: profiling jobs to identify required/desired skills, development of formal career ladders, formal assessment, and supervisory skills training to support career advancement for incumbent workers. The Manufacturing Workforce Alliance is expected to endorse and support many of these services and to require others, as well.

(Note: With the formation of the Manufacturing Industry Alliance, Valencia County will begin implementation of tailored services for the Manufacturing industry.)

CONSTRUCTION INDUSTRY

The Construction industry group is not yet fully functional, but many of the construction industry's challenges are well known. Some examples include: a shortage of skilled workers (industry is estimated to be short approximately a quarter million workers a year; the Valencia County area is reflective of the national trend), high turnover (increasing after the age of thirty), and an aging journeyman level (one report estimates the average age nationwide at 47 years) with insufficient numbers of potential workers attracted to the industry, due to a number of factors including industry image, lack of training skills craft or supervisory training, and no clear career path (consequently, as construction workers gain experience and skill, they often move to jobs in other industries). In addition, a number of construction "shops" are small businesses (one survey indicated over 83% of the "shops" have fewer than ten employees) and are, therefore, less likely to have highly developed HR or training capabilities to deal with many of these workforce challenges. (Note: These will be confirmed or modified as the Central Area's Construction Workforce Alliance's work continues).

In response, we anticipate the following services will be provided. With respect to recruiting entry staff, the following techniques have proven to be effective: provide information about the construction industry to potential, high-interest job candidates (often at the high school level), including accurate information about requirements, working conditions, employment and career opportunities, and how to contact potential industry employers and businesses. With respect to training current new and developing staff, the highly skilled construction industry has proven formal techniques and methods (including identification and clear statement of specific job skills requirements, combination classroom/textbook training and extensive on-the-job training with the guidance of senior (journeymen)) and informal techniques and methods. Services supporting skills training will need to be based on industry and business-identified requirements. With respect to developing current staff for supervisory positions, the need to develop staff skills to "run jobs" is widely acknowledged. However, structuring specific methods and techniques and delivering the training will require extensive guidance from the industry and industry businesses; specifics will have to await industry

guidance. The Construction Workforce Alliance is expected to confirm many of these workforce issues endorse the need for services in these areas and support the development of many of these services, and to require others, as well. In response, we anticipate the following services will be provided.

(Note: With the formation of the Construction Industry Alliance, Valencia County will begin implementation of tailored services for the Construction industry.)

C. Services to be Tailored for Businesses in Priority Industries

Tailored services are planned for individual businesses within each priority industry. It is too early to know all the services or to state how specific services will be tailored to meet the requirements of individual businesses; however, some of the services which will be tailored for businesses are summarized in Tables 3A, 3B and 3C.

HUMAN RESOURCE & WORKFORCE SERVICES for BUSINESSES & INDUSTRIES

Table 3 A

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
BUSINESS INFORMATION & RESOURCES: Level 1
Designated Contact(s) to Assist Businesses Seeking / Using Level 1 Services (Explain the Services, especially Screening)
Dedicated Phone line for Business Contacting the One-Stop
Post Job Openings Through the Internet ("Non-Suppressed")
Access Applicant Resumes / Applications
Access Labor Market Information
Access information on affirmative action, diversity; tax incentives; training programs, including apprenticeship; human resource-related issues; labor relations; healthy workplace
Use of equipment, including fax, phone, copy machines, computers, internet, offices for interviewing
Outplacement services
Referral to business resources

Table 3 B

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
CUSTOM WORKFORCE SERVICES: Level 2*
In addition to Level 1 Services:
Single Contact for Businesses Seeking/Using Level 2 Services
Dedicated Phone line for Business Contacting the One-Stop
Studies and feedback indicate businesses will most likely request services such as the following:
Assistance Identifying Job Requirements
Assistance Describing Job Opening
Assistance with Job Postings
Recruitment
Screening for Designated Job Requirements
Skills Testing / Assessment
Conveying Potential Job Applicant Skills to Business
Referral of Screened / Qualified Applicants
Workshops, e.g. Business Financing, Venture Capital, Establishing a Business, Entrepreneurship, Legal & Tax Questions
Referral to Additional Partner, Community & Business Resources

*Customized Workforce Services are intended for businesses in industries that are not Board-designated Priority, but request services beyond Level 1.

Table 3 C

HUMAN RESOURCE AND WORKFORCE SERVICES to BUSINESSES & INDUSTRIES
INDUSTRY SERVICES: Level 3
In addition to Levels 1 and 2 Services:
Designated Account Representative for each Business in a Board-Designated Priority Industries
Industry Workforce Networking Group for Businesses in Priority Industries
Training Tailored to Requirements of Businesses in Priority Industries
Services Tailored to Requirements of Businesses in Priority Industries, such services as:
Job Analysis and Job Profiling
Assistance with Job Descriptions and Job Order Writing
Customized Recruitment and Screening
Reference Checks
Drug Testing
Applicant Assessment & Testing
Referral of Screened / Qualified Applicants
Establish / Confirm Licensing or Industry Skill Requirements
EEO / Affirmative Action & Employment Information
Conveying Job Potential Job Applicant's Skills to Business
Occupational Skills Specific Training
Customized Work Training
Work Experience
On-the-Job Training

Services in Tables 3A and 3B are available to all businesses; services in Table 3C are available to businesses in priority industries.

The problems cited by businesses and industries in the Valencia County Area do not relate primarily to “access”, but to a range of other problems. By actively responding to the problems identified by business and industry, the WCCNM will more rapidly achieve its re-positioning goal of providing “Basic Human Resource” through the Valencia County One-Stop.

Information from businesses and industries in and around the Central Area indicate the problem is not limited to “access” to services, but involves an array of problems. The Chambers of Commerce recommends improving the following by: (1) providing services with “quality”, “relevance” and “responsiveness”, (2) establishing a dedicated phone line to serve employers, (3) establishing a “single point of contact” for key employers, (4) integrating contacts to avoid duplicate contacts by economic development, human services, education and workforce, and (5) continuing improvements based on results and customer feedback. In addition, the State Business Outreach Committee recommended the following improvements: (6) packaging services to meet the specific needs of local businesses, and (7) providing service that is “flexibly delivered”, “customized to meet requirements”, “reliable”, “valuable” and “meets expectations”.

Responding to all of business’s recommendations will have far reaching consequences. To begin, the Valencia County One-Stop, working with the WCCNM, will conduct a review of services and supporting processes in light of these recommendations, re-structure process to respond to these recommendations, and evaluate results. It is anticipated that processes supporting the “Basic Human Resource” goal will be the first to be improved. These processes include methods for identifying and recording job descriptions/announcements, job applications, methods for “matching”, and methods for selection of individuals for referral and follow-up. With each improvement of these processes, a review will be done to assess the level of improvement experienced by business and industry customers and the results achieved.

D. Marketing Strategy for Business & Industry

The key feature of workforce marketing and outreach demanded by business and industry is that contacts and service delivery be integrated among economic development, human services, education and workforce. In addition to providing an integrated marketing approach, the WCCNM will be conscious of the problems cited by business and listed in the section above.

Marketing will be based on acknowledging a view of the workforce system that is widely held by many businesses, i.e., that of the “UI Office” or “Welfare Office”. By focusing on providing quality “Basic Human Resource” services, marketing for the newly established One-Stop Offices will be structured in ways that enable a re-positioning of the New Mexico Workforce Connection away from “Social Service System” to “Workforce System”.

Marketing by the WCCNM, the Valencia County One-Stop and its partners will be targeted primarily to businesses in priority industries; such marketing will be linked closely to the work of the Industry Workforce Alliances. The marketing will reflect the three Levels of Services available to priority industry businesses and will emphasize the Workforce Connection's capabilities to tailor services to meet the requirements of priority industry businesses. While other marketing efforts may be authorized occasionally, the Board's focus will be businesses in targeted industries. The marketing will be based on the theme that workforce services help businesses and industry solve business problems and achieve results.

Marketing and outreach for each priority industry in the Valencia County service area will be conducted in coordination with the Workforce Alliance and business requirements for the industry. The approach for each priority industry is described briefly in Table 4.

Table 4

PRIORITY INDUSTRIES AND INDUSTRY-SPECIFIC MARKETING APPROACH

Health Care

Form group of key hospital executives (the Health Care Workforce Alliance), listen to business situation and workforce needs. Assess, analyze, evaluate, industry situation and workforce needs. Develop alternative possible solutions to address workforce needs. Identify possible resources and proposed solutions. Conduct on-site visits to learn more and evaluate specific situations and explore feasibility of proposed solutions. Survey existing resource base service capacity. Develop alternative service delivery options. Package proposals. Refine proposals with individual health care facilities, consortium or cooperative partnerships. Deliver services; assess results obtained by the businesses, workers and industry. Refine services. Identify successes, quantify results, and develop success stories.

Problems likely to be targeted for solution, then marketing, include attracting entry level workers, recruiting skilled/experienced workers, retention of skilled/experienced workers, building career ladders, and providing necessary training to ascend the ladder.

Manufacturing

Meet one-on-one with owners/managers; listen to business situations and learn workforce and workforce-related needs. Form the Manufacturing Workforce Alliance and meet with the industry group to identify and confirm training needs common to the industry. Develop alternative possible solutions to address common training needs. Identify possible resources and proposed solutions. Conduct on-site visits to learn more and evaluate specific situations and explore feasibility of proposed solutions. Survey existing resource base service capacity. Develop alternative training delivery options. Package proposals. Refine proposals with Alliance members. Deliver. Assess. Refine delivery.

Marketing of recruitment and referral services will be both industry-wide and targeted to individual industry businesses. Job profiling and objective assessment of job candidate skills, as solutions to turnover, retention and career mobility, are likely to be marketed. The following process outlines the marketing approach for recruitment and referral: meet one-on-one with individual businesses to develop plan for tailored referral and other services; refine proposals with individual manufacturing facilities, consortium or cooperative partnerships; deliver services; assess results obtained by the businesses, workers and industry. Refine services. Identify successes, quantify results, and develop success stories.

Problems likely to be targeted for solution, then marketing, include specifying clearly the specific skill sets required for specific jobs, recruitment of job candidates, screening (assessing) job candidates based on specific skills, tailored referral and follow-through services responsive to industry requirements.

Construction

Meet one-on-one with business owners/managers and labor groups; listen to business situations to learn workforce & workforce-related needs. Assess, analyze, evaluate, understand and appreciate industry situation and workforce needs. Form Workforce Alliance or work with existing groups. Survey existing resource base service capacity. Develop alternative possible solutions to address workforce needs. Identify possible resources and proposed solutions. Develop alternative service delivery options. Package proposals. Refine proposals with individual businesses or groups. Deliver services; assess results obtained by the businesses, workers and industry. Refine services. Identify successes, quantify results, and develop success stories.

Problems likely to be targeted for solution, then marketing, include attracting entry-level workers, retention of skilled/experienced workers, training (skills and safety), and foreman/supervisory training.

* Note: The above marketing approach describes the basic steps that will be followed in the marketing process. Specifics for each industry will be developed following these steps, but are not yet known.

Valencia County marketing will be based on acknowledging a view widely held by many businesses, i.e., that of the “Workforce System” is really the “UI Office” or “Welfare Office”. By focusing on providing “Basic Human Resource” services, marketing the Workforce Connection, and the Valencia County One-Stop, will be conducted in ways that enable re-positioning of the Workforce Connection’s Valencia County One-Stop away from its position as “UI Office” and “Welfare Office” to a new positioning: “the Workforce System”.

Business’s perception of the Workforce System is mixed. A negative perception exists in many areas. The WCCNM has worked to change the negative perceptions in the following ways. First, the WCCNM has acknowledged that businesses’ negative perceptions are based in large part on negative experiences with the workforce system and its services. These resulted from poor service, such as lack of call-back, unresponsiveness, not sending applicants, sending many unqualified applicants, not being flexible (meeting the schedule or conditions the business required), not understanding the specific needs of the business (including the working conditions and market situation faced by the business), multiple “outreach” calls on businesses from various “workforce” agencies, and so forth. Second, that the businesses’ needs were often not being heard. Third, that the services offered were often viewed as inflexible, both in terms of services that would be available and how the services would be provided.

To create a more positive perception of the Workforce System in New Mexico and to correct the perceptions identified above, the WCCNM will make the following changes. First, the WCCNM will improve services by (1) identifying a single point of contact for business, (2) establishing a single phone line dedicated to business use, and (3) establishing a business representative’s knowledge of each priority industry.

Second, the WCCNM will actively seek out key businesses to join the Board and will establish “Industry Workforce Alliances” to help guide all the Board’s strategies with respect to priority industries. The WCCNM will work to include businesses from the following industries and respond to their requirements when establishing service strategies: Health Care, Manufacturing and Construction.

Third, the WCCNM will begin to tailor its services to the requirements of its priority industries and to businesses in priority industries. For example, to meet the needs of businesses, training may be shifted from classroom to on-the-job training or customized training; to respond to requests for better qualified referrals for all businesses, processes that support job applicant referral will likely be revised and improved; to respond to requests for better qualified referrals for priority businesses and industries, applicant “assessment” processes will be improved.

Fourth, the WCCNM will establish a business oriented theme for its marketing to businesses; the theme will be “Human Resource Basics”. In conjunction with the theme of providing “Human Resource Basics”, the Board will assure the Valencia County One-Stop (1) focuses on new and/or improved processes that will lead to establishing a pool of qualified workers for businesses in priority industries; (2) develops and/improves processes (including assessment and testing) which will result in dramatically improved

referral of job seekers to businesses in priority industries; (3) re-defines the public presentation of Workforce Connection staff to emphasize the workforce aspects of the work performed (e.g. altering such titles as “case manager” and “job order taker” to “employment consultant” and “human resource associate”, respectively); (4) re-positions services from “welfare” to “human resource” (e.g., ceasing to market OJT as a “saves you money” program to a “productivity improvement program”); and (5) streamlines the paperwork, processes and procedures to deliver to businesses the services businesses want in the way businesses want them to be delivered.

Fifth, the WCCNM will (1) focus the marketing of the Valencia County One-Stop on the WCCNM area theme of “Human Resource Basics”; (2) provide standard marketing materials required for use by all Valencia County One-Stop business marketers; (3) require standard training for all who represent the Valencia County One-Stop; and (4) develop and require the use of a standard process (to be automated in the future, if warranted) for tracking and following up on business and industry contacts.

Marketing of the Valencia County One-Stop services to businesses beyond those in priority industries will be limited to the Board’s discretion. Nevertheless, the improvements sited in the section above will benefit all businesses. During the year, the Board or the One-Stop may under take some specific additional marketing efforts; however, it is anticipated that resources will be limited, as will additional marketing efforts.

E. Methods of Business & Industry Service Delivery

Businesses require services with the following attributes: Relevant to Needs, Valuable, Easily Available & Accessible, Easy to Use, Responsive, Delivered Flexibly, Customized to Meet Requirements, Reliable, Meets Expectations. These attributes were identified through a variety of means, including work by the Workforce Connection Integration Team, numerous prior studies and focus groups, Chambers of Commerce and an LFC-funded study.

The Valencia County One-Stop delivery methods will assure businesses and industries receive services that have each of the above attributes. The Valencia One-Stop will focus on achieving the goal first for businesses in priority industries, then, taking what they have learned and applying it to others.

As noted earlier, for priority industries, the Valencia County One-Stop will form Industry Workforce Alliances to guide the development of the service delivery strategy for businesses in the Health Care, Manufacturing and Construction industries. Specifics with regard to services in each industry will be developed under the guidance of and consistent with the requirements of each Industry Workforce Alliance. Likely improvements are discussed below.

For the Health Care, Manufacturing and Construction industries, the Valencia County One-Stop plans improvements in the following service areas.

For the Health Care industry:

Recruitment – local health care providers have difficulty attracting and finding qualified applicants; current recruitment of health care workers by the workforce system is limited and should be improved.

Assessment – local health care providers may benefit from assessment of potential applicants’ interests, abilities and prior work; currently, the workforce system performs little or no assessment and this practice should be changed.

Referral of Qualified Candidates – local health care providers should be provided candidates who not only meet the qualifications, but also are the “best qualified”. In addition, referred candidates should be “followed-up on” by the workforce system to learn and confirm what makes a “good fit” for the industry and the employer. Currently, referral to the health care industry is not tailored to its need; the referral system should be modified and tailored to meet the needs of the industry and specific businesses served.

Retention of Entry Level Workers – local health care providers find high turnover in the ranks of entry level employees; little is done by the workforce system to explain to potential job candidates the full spectrum of positive and negative attributes of entry level jobs; implementation of a realistic job preview (RJP) should be considered for those considering entrance into the field.

Retention of Experienced Workers – local health care providers find turnover in the ranks of experienced workers; the causes of such turnover vary from individual to systemic, including lack of clear career path, inability to access the career path and inability to obtain the training necessary to traverse the career path and ascend the career ladders. Work with health care providers, workers and training facilities should be focused on services to address the systemic causes of turnover.

Training – local health care providers may benefit from training of entry-level employees and of incumbent workers. Over the coming months and working with the industry, the workforce system will develop, refine and improve the types of training, curriculum and delivery methods.

For the Manufacturing industry:

Recruitment – local businesses in the manufacturing must attract and find qualified applicants in response to market and economic conditions. More desirable manufacturing businesses, may find that the response to openings create a “glut” of potential candidates; other businesses may experience difficulty candidates with the required skills and experience. In the later instance, targeted recruitment is necessary. Current recruitment for qualified candidates is limited; recruitment for candidates to fill specific openings in manufacturing businesses should be improved.

Assessment – local businesses in the manufacturing industry have specific skill requirements that differ for each job; however, skill specifics for each job are not consistently understood, appreciated or expressed clearly. The result is poor “fit”, with the risk of high-turnover, increased training costs, lowered productivity. The assessment process (from job profiling to periodic re-evaluation) should be improved.

The “Fit” – local businesses in the manufacturing industry vary in size (from local “mom & pops” to large multi-national corporations); some have sophisticated HR (human resource) functions; others, none. Consequently, some have established “pools” of suitable job applicants which can be accessed automatically by the business; others, rely on other means, from “head hunters” to informal networks, to find suitable job

applicants. The key is filling a job opening efficiently, effectively, and timely. Filling the job begins with finding the right “fit” between the worker and the work, between the job and job seeker. The process for identifying the right “fit” should be improved.

Referral of Qualified Candidates – local manufacturing businesses should be provided the candidates who not only “meet qualifications”, but who make the best “fit” (Note: as understanding of industry requirements, job profiling, and assessment lead to better “qualification statements”, “meeting qualifications” will signal the likelihood of a better “fit”.) The “best fit” should be referred. In addition, referral process should require that referred candidates be “followed-up on” by the workforce system to learn and confirm what makes a “good fit” for the industry, business and worker. Currently, referral to the manufacturing industry is not tailored to its needs; the referral system will be tailored to meet the needs of the industry and specific businesses served.

Training – local manufacturing businesses may benefit from training of entry-level employees and incumbent workers. Working with the industry over the coming months, the WCCNM with its Workforce Connection sites will develop, refine and improve the types of training, curriculum and delivery methods. For example, basic safety training may be appropriate for entry level staff; basic quality training, for more experienced staff; or basic supervisory training, for more staff with the opportunity to move into position as foreman, shift leader or crew chief. The decisions regarding improvements to the training process will be made in conjunction with the businesses in the industry.

For the Construction industry:

Recruitment – many businesses in the construction industry have limited staff dedicated to personnel functions (recall the study that found 83% of construction industry firms have fewer than ten employees); consequently, many businesses in the industry do not have resources to devote to traditional “personnel department” functions, such as recruitment, assessment, screening, etc. Current recruitment by the workforce system of workers to meet specific skill requirements in specific skilled trade areas is limited to the “standard operating procedures”. Recruitment for entry-level employees, including those who may want to build a career in the construction industry, is also limited. Recruitment for the industry’s businesses should be improved and tailored to meet this needs of businesses in the industry.

Training – areas in which training may be beneficial have been identified by the industry, businesses and workers; they include basic skills training, advanced skills training, safety training, supervisory training, and training in new materials and methods. Much training in the industry is “on-the-job-training”, both informal and formal. The formal training is supplemented by classroom instruction. Training is often provided by the trade, the individual business (or co-worker), and sometimes by vendors. Currently, training resources are provided to individual employers. The WCCNM will improve the availability and effectiveness of training for construction industry businesses and workers consultation with the Workforce Connection sites and guided by the Construction Industry Workforce Alliance or similar group(s).

Improvements in the processes that support the referral process are anticipated to improve services for all businesses and industries (see PAGE 31 for plans to improve referral services). These basic processes include: job application, job order, assessment, testing, screening, interviewing potential referral candidates, interviewing businesses that placed

job orders, visiting job sites, job analysis and follow-up. While the process may improve initially the services provided to businesses in priority industries, the WCCNM is anticipating service improvements for all businesses and industries.

Three key features of service required by businesses and industries are (1) a single point of contact, (2) an Account Rep for each business in a priority industry and (3) a dedicated phone line to serve business customers.

Once a service has been initiated, a single person will remain in contact with the business until the business need is satisfied.

An Account Representative will be appointed for each priority industry and will be charged with liaison activities with businesses in the industry, with the Industry Workforce Alliance (and with working to establish the Alliance or a corollary in an established industry association or group). The Account Representative will contact businesses in the priority industry, learning the needs of businesses in the industry, analyzing the workforce needs of businesses in the industry, developing and tailoring workforce services to meet those needs and serving as liaison for all One-Stop Partners to assure services are provided, the services have the desired attributes, the services meet the requirements of the businesses and the services achieve the results desired by the businesses.

A phone line dedicated to use by businesses will be established with a separate number displayed in the Central Area One-Stop Centers marketing materials and listed in the phone book and on the website.

Referral is a service that is critical for businesses and job seekers. In addition, referral is a highly visible service and a workforce service that both businesses and job seekers expect and rely on. Referral is a Human Resource Basic service. Establishing realistic expectations and providing quality referral services are critical to re-positioning the workforce system and to establishing the Workforce Connection Delivery System as a reliable and valuable Human Resource Basic service provider.

While referral services will be tailored to the requirement of each business in a priority industry, common processes support referral services. Each of these will be improved to respond to the requirements of the businesses. Some of the processes are listed on the following page in Table 5 with the likely improvements to support a quality referral service.

Key Attributes of Service Delivery and Methods to Achieve Them

Table 5

Key Service Delivery Goal	Methods to Achieve Key Goal
Workforce Connection viewed as a primary provider of skilled workers for area employers and as provider of “basic human resource services”	<ul style="list-style-type: none"> * Regular and active engagement of employers through <i>Industry Alliances</i>. * Consistent delivery of service based on business requirements. * Improvement of processes supporting the referral service.
Services characterized by relevance, value, reliability, responsiveness, customization, flexibility in delivery, responsiveness, availability, accessibility, and meets expectations.	<ul style="list-style-type: none"> * Active involvement of businesses through Industry Alliances. * Feedback from businesses to staff and service providers. * Continuous improvement of processes supporting service delivery.
Business has a single point of contact, not several and no competing contacts	* Account Rep or Business Specialist serves as the point of contact.
Systems, processes and paperwork in place to support successfully meeting employer and customer needs	* Board and site manager agree on performance requirements and service systems to be improved.
Paperwork and processes must not be burdensome for employers	* Board and service provider staff agree on contracts and forms to be revised and simplified
Adequate and appropriate initial and comprehensive assessment of customers.	<ul style="list-style-type: none"> * Board in co-operation with Industry Alliances designates one or a menu of assessments. * Service provider staff trained to conduct and score initial and comprehensive assessments/tests.

The above-listed improvement methods apply equally to businesses of priority industries as well as all other businesses.

F. Methods Used for Business & Industry Service Delivery Improvement

A key to achieving the WCCNM goals for the New Mexico’s workforce system and for the Valencia County One-Stop is providing services that help businesses and workers respond successfully to workforce problems. The key measure of value for a workforce service is the measurement of the results achieved by workers and businesses. While each partner program and agency in the One-Stop will maintain its unique measure of success, the WCCNM will rely on “external metrics”, i.e., information from and about workers’ and businesses’ experiences and on information about the value and results achieved by workers and businesses using Workforce Connection services.

The Industry Alliances provide the primary feedback for measuring the value of services as well as individual workers and businesses will also be relied on.

Information from employers and workers will guide the development and delivery of services. While a wide array of workforce information and data, transactional data, projections and data from the automated sources are available; the first hand experiences of businesses, job seekers and workers will be the primary drivers of service improvement, and their results will provide a primary metric for evaluating service value.

Account Representatives and those serving as “single point of contact” for businesses will be responsible for learning about the economic outlook and job needs directly related to priority industries, businesses in priority industries and businesses seeking workforce services. Various methods will be used, including interviews, work with Industry Workforce Alliances (and similar groups), industry and individual business contacts, industry associations, industry press, general business publications. The One-Stop Site Manager will meet periodically with Account Reps and “single point of contact” staff to review their experiences, receive industry reports and review service results for priority industries.

Data from each partner program and agency will include performance information and industry-specific information; additional indicators for measuring service delivery for businesses will include:

- Job orders from new and/or repeat business customers by priority industry
- Increase in number of job seekers placed in jobs in priority industries by the Valencia County One-Stop and its partners.
- Increase in number of people trained, placed, and retained in priority industries.
- Number of individuals referred to businesses in priority industries
- Number of referrals hired and who remain employed in priority businesses.
- Investment of a minimum ____% of training resources in occupations in priority industries.

Together with these measures, traditional measures from partner programs and agencies, and results measures from businesses, job seekers and workers in priority industries will provide a framework for determining the New Mexico Workforce Connection contributions to the economic health of the area’s businesses, workers and job seekers.

2. Job Seeker, Worker & Youth Services

A. Priority Job Seeker and Worker Services

In the Central Area workforce services are provided to all job seekers and workers. The WCCNM's thesis is that all individuals who come into the One-Stop offices are looking for new jobs, first jobs, or better jobs. It is part of the WCCNM's mission to help such individuals with their career transitions by helping them find appropriate jobs through access to job openings, referral to job openings for which they meet the qualifications, career and employment information, skills development, job finding skills, etc.

The One-Stop credibility with workers and job seekers is based on its credibility with and knowledge of businesses and industries in the area. To be effective with job seekers and workers, the One-Stop must have knowledge of the labor market; the economic situations faced by local industries and businesses; information about the workforce needs associated with each industry and business; job openings, job opportunities and job requirements; and an array of workforce services. Resources from all Workforce Connection partners and programs will be focused to assure staffs have the knowledge and information to be credible and helpful in the job search, have access to job openings and opportunities, and deliver the workforce services required to help job seekers and workers with their career transitions.

The WCCNM does not establish priority groups of workers or job seekers for service. Every worker and job seeker has access to the services provided through the Workforce Connection One-Stop sites. A full range of workforce services will be available to all job seekers and workers, emphasis will be given to job seekers and workers whose career goals, skills, experience, knowledge, and abilities are aligned with the requirements of priority industries.

A wide range of workforce services are available to job seekers and workers from partner agencies, and programs that can be accessed through the Valencia County One-Stop (see Table 7).

Table 7

JOB SEEKER RELATED PARTNER & COMMUNITY RESOURCES		
Community Colleges	Housing	Job Corps
Apprenticeship	Public Education	Community Action Agencies
Child Care	ABE	HUD E&T
Transportation	ESL	Food Stamps
Protective Services	DVR	CSW TeamWorks
Domestic Violence	Commission for the Blind	Faith Based Organizations
Mental Health	Veterans	Private Placement Agencies

Specific working arrangements have been formalized with some partner and community resources; with others, informal arrangements exist. Information on

partner services is available at the Valencia County One-Stop Resource Room and from staff. Partner services are used by workers and job seekers and staff in a variety of ways to solve individual, family and work-related problems, to allow job seekers and workers to take advantage of work-related, job and career opportunities and to improve their success in the workplace. Because working arrangements with partners are varied and descriptions would be lengthy, specific arrangements are not discussed here.

B. Services to Job Seekers and Workers

One of the WCCNM goals is to re-position the workforce system and position the One-Stops as a business-driven workforce service provider. In addition, the WCCNM intends for the One-Stops and its partners to provide integrated workforce services. To achieve these goals, the WCCNM intends for the One-Stops to use a new service delivery strategy for workers and job seekers.

Traditionally, services to individuals have been characterized by delivery schemes and jargon unique to each program, agency or office; for example, “core, assisted, intensive and training”; “staff, staff-assisted, intensive”; “self-directed”; “case-managed”; etc. In many cases, these schemes reflect legislative or regulatory language, imbedded bureaucratic methods and the burden of traditional timeworn processes. Often, they reflect a long-standing social service tradition (“We ‘treat’ the person, that’s the way we’ve always done it”).

Like its revisions to the business and industry strategy, the WCCNM has created a worker and job seeker strategy that focuses on workforce services. The WCCNM intends for the One-Stops to eliminate not only traditional program and social service agency jargon, but to re-structure its service delivery around a new strategy.

The new strategy will help re-position the Workforce Connection Delivery System to better serve job seekers and workers. The strategy clusters together services that are provided by more than one agency or program and are commonly requested by job seekers and workers. The services are easily understood and easily accessible. In addition, services can be delivered more effectively and efficiently, accessed seamlessly by workers and job seekers (i.e. with a minimum of waiting time and paperwork), and more workers and job seekers can be better served. While it is too early to know all the workforce services that will be provided or to state how specific services will combined to achieve the goals of integration, the four groups of services are summarized on the following page in Tables 8A, 8B, 8C and 8D.

Table 8 A

Human Resource & Workforce Services for Job Seekers
EMPLOYMENT INFORMATION & RESOURCES: Level 1
Information on & Direction to One-Stop Services / Resources
Use of Resource Room
Access to Job Listings
Self-Referral to Level 1 Job Openings
Information on / Self-Referral to Community & Partner Resources
Job Search Skills / Application/Resume Builder
Key Boarding (i.e. assistance familiarization with computer use)
Labor Market Information
Access Unemployment Insurance Service (thru phone)
Career Services / Occupational Profiles / Skill Requirements / Wage
Use of equipment, including fax, phones, copy machines, computers, Internet
Use of offices for interviewing

Table 8 B

SKILLS ENHANCEMENT / CAREER DEVELOPMENT: Level 2
In addition to Level 1 Services:
Staff/Guided Referrals to (Non Level 3) Job Openings
Learn Job Requirements
Referral to Non-Program-Specific Support Services
Obtain Information on / Referral to Community & Partner Resources
Self-administered Assessment or Test
Job Finding Workshops
Job Finding Skills Workshops (e.g. Resume Writing, Interviewing)
Career Planning Workshops
Job Clubs
Industry/Business/Employer-Specific Information Sessions
Work & Life Skills Education. (e.g. Employability Skills, Money Management, Basic Skills, Life Skills, Basic Computer Skills, Parenting)
GED/ABE/Literacy
ESL

Table 8 C

TRAINING & EDUCATION: Level 3
In addition to Levels 1 and 2 Services:
Level 3 training and education are <u>eligibility contingent</u> , <u>program-specific</u> and <u>program-funded</u> (i.e. funded through one or more of the partner programs). Job seeker participation is contingent on eligibility for one (or more) programs, as determined in Level 4.
Training and Education include the following:
Customized Training
Work Experience
On-the-Job Training
Work Experience
Staff Arranged Referrals to Job Openings
Convey Job Requirements to Potential Applicants
Performance Coaching

Table 8

SPECIALIZED PARTNER SERVICES: Level 4
Determine Eligibility for Program(s)
Manage Case (Under Program-Unique Rules and Requirements)
Conduct Program-Unique, Eligibility-Restricted Assessments
Screen for Barriers for Referral to Program-Unique, Eligibility-Restricted Support Services
Develop Individual Service Plan / Employment Development Plan / Other Plan (Under Program-Unique Rules and Requirements)
Follow-up / Follow-Through (as Dictated by Program-Unique Rules and Requirements)

All workers and job seekers can access and take advantage of workforce services in Levels 1 and 2. Workers and job seekers who are enrolled in “special programs” are no different from others with respect to their unlimited access to workforce services in Levels 1 and 2. “Special program” eligibility may allow them access to services that are unique to their program and unavailable to those who are not eligible. Because receiving certain services is contingent upon eligibility for and participation in a “special program”, the services are not accessible to all of the Workforce Connection’s workers and job seekers. The services restricted to those who are eligible for “special programs” are grouped into a third cluster, called Level 3.

Information on “special programs” is available throughout the One-Stop, e.g., in workshops, in brochures, from the greeter and information desk, etc. Workers and job seekers who may be eligible for “special programs” are assisted with special program information, special program forms, special program(s) introductions, explanations of special program(s) requirements and obligations, etc., by staff knowledgeable of the special program(s)’ technical requirements. Determination of eligibility is made by staff that are knowledgeable of the special program(s)’ technical requirements.

While a job seeker or worker is awaiting a determination of eligibility for special program(s), workforce services in Levels 1 and 2 continue to be available, including job listings, career workshops, interviewing training, etc. After a determination of program eligibility is made (whether affirmative or negative), access to these workforce services continues. Following an affirmative determination of eligibility, the worker or job seeker not only has access to Level 1 and Level 2 workforce services, but has access to workforce services which other Workforce Connection workers and job seekers do not have; workforce services are “eligibility restricted” and are grouped into Level 3. Assistance is provided in Level 4, “Special Partner Services”, to those workers and job seekers who require guidance to continue to meet their “special program” obligations and to satisfy “special program” administrative requirements. Regardless of eligibility status, all workers and job seekers can take advantage of and access Level 1 and Level 2 workforce services.

The WCCNM’s intent is to make current services more easily accessible and more valuable to more job seekers and workers. Services that job seekers and workers in the Valencia County area do not have access to, but would like to, are not known or discussed here. It is anticipated that services “gaps” may be identified in the future; if so, they will be addressed at that time.

C. Recruitment

The job-related characteristics sought by businesses and industries in the Valencia County area include skills, knowledge, experience, expertise, and interest. To make a “good fit”, each industry and business requires a unique blend of characteristics. A goal of basic human resource services is to identify the characteristics that will make a “good fit” and provide the services that will bring together the job seeker and businesses to make a “good fit”. Recruitment is often required to find the worker with the right combination of characteristics to make a “good fit”.

Account Representatives, single points of contact, and referral services personnel will learn the requirements of individual businesses and industries. The learning process will include follow-up on referrals, visits to job site and business facilities, attendance and participation at industry association events, and other “on-site” activities. Industry publications and business publications will be reviewed for relevant articles. Feedback between and among those with frequent business and industry contacts will assure everyone becomes aware of the characteristics required for a “good fit”. Initially, staff will concentrate on learning more about the job requirements for businesses in priority industries, and recruitment services will concentrate on finding workers with a “good fit” for openings in business in priority industries.

The WCCNM and the Valencia County One-Stop will identify and develop appropriate recruitment methods with its Industry Workforce Alliance (or related organizations) representing Health Care, Manufacturing and Construction. The learning and process improvements that occur will be applicable to other businesses and other industries; as a result improvement of recruitment services throughout Valencia County will occur. As recruitment methods are identified, developed and implemented, the WCCNM will share its plans with the State Board through OWTD.

A system of automated job listings used in the Workforce Connection is structured in such a way that a business may list the job opening with their contact information (e.g., phone, address) visible to all job seekers or “suppressed” so that job seekers must obtain the information from Workforce Connection staff. Each method has benefits and drawbacks. By making contact information available to all job seekers, businesses can get immediate responses from potential candidates; however, businesses have less control over the number of applicants or their qualifications. In essence, there is no “screening” of applicants when the businesses make contact information available to all job seekers. By suppressing the contact information, businesses are effectively requiring job seekers to contact Workforce Connection staff before contacting the business. By inserting into the process the additional step, the business has potentially lengthened the time before the first applicant will appear, has also provided the opportunity for Workforce Connection staff to screen for qualifications prior to referral, and to control the number of referrals. The second option also provides an opportunity for job seekers to learn more about the job listing before a referral is made, further increasing the possibility of a “good fit”.

Job applicant referral presents the primary source of problems noted by business customers (current and former) and is the primary source of business customer complaints. Two problems are primary: (1) no job seekers are referred and (2) unqualified job seekers are referred. While referral represents most of the problems, it also represents the greatest opportunity to provide valuable service to businesses, workers, and job seekers. Referral is the primary process for meeting business and job seeker requirements, for effectively re-positioning the workforce system, and for achieving the workforce mission. Within the galaxy of Human Resource Basic services, referral is the center. More information on how the WCCNM proposes to reduce these problems can be found in Section 3 page 31 “Coordination of Business and Worker Service”.

Through the Valencia County One-Stop, a range of assistance and training is offered to prepare job seekers and workers to help obtain the skills, knowledge and experiences to meet the requirements of businesses and industries. These services include employment information and resources (such as job search skills, assistance with the application / resume builder, assistance and familiarization with computer usage, Labor Market Information, access to career services, occupational profiles, job skills requirements, industry/occupational wages, referral to appropriate community and partner resources) and skills enhancement and career development services (such as one-on-one explanation of job requirements, assessment and testing, job finding workshops, job finding skills workshops in resume writing and interviewing, career planning workshops, job clubs, industry/business/employer-specific information sessions, work and life skills education. [e.g., employability skills, money management, basic skills, life skills, basic computer skills, parenting, GED, ABE, Literacy, ESL, and information on eligibility for various job, work, and career-related programs].

The priority businesses and industries in the Valencia County area require a range of skills, some of which are currently available in the Valencia County One-Stop “applicant files”, and others are not. In order to satisfy business and industry demand, the Valencia County One-Stop will likely have to recruit for the following job categories for priority businesses and industries.

Health Care Occupations:

Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

Manufacturing Occupations:

Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

Construction Occupations:

Job categories not known for this plan; job categories will be identified as work continues with business in the industry.

(Specific skills requirements in the priority industries are unknown at this time. Specific skills requirements for particular businesses will be identified through a variety of means including work with Industry Workforce Alliance, with individual businesses, and organizations.)

The WCCNM intends to meet the challenges and problems of job seekers, workers, and youth through a “business-driven” strategy. To paraphrase one Board member’s statement: “Without demand, there is no place for supply to go.” The Central Area and the Valencia County One-Stop will focus its marketing and outreach by concentrating on the numbers and types of jobs available for workers, job seekers, youth and others and by emphasizing the variety of jobs posted and career opportunities available. The WCCNM’s marketing efforts will be based upon increasing demand, i.e., increasing the

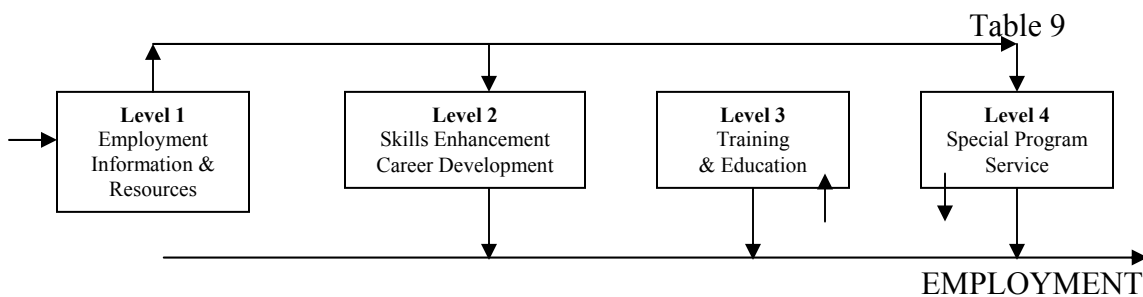
numbers, types and quality of business serviced and, therefore, jobs available through the Valencia County One-Stop. The marketing will be focused on the priority industries and businesses in those industries. One result will be an increased number of business and industry job openings available to Workforce Connection job seekers.

A marketing and outreach strategy built on increasing the numbers, types, and quality of businesses served and jobs available through the Valencia County One-Stop will result in better service, better results and the re-positioning of the workforce system and the Valencia County One-Stop. When the public's perceptions are of an office that has "mostly low wage" jobs, it is difficult to change. When Job seekers, workers, and others can access more and better jobs, their perceptions will change from an office that has "mostly low wage jobs" to a system that solves workforce problems and helps people in career transition. Thus, the WCCNM's primary focus for its Valencia County One-Stop will be satisfying business demand by improving services to businesses and industry.

D. Methods of Service Delivery

The workforce services available for workers and job seekers are basically: information on available job openings, assistance in career planning and locating employment opportunities, skills development aimed at making the job search successful, and skills training and education. These are labeled Levels 1, 2 and 3 below in Table 9. Level 4 includes activities associated with special programs.

The four levels of job seeker and worker services are described above in detail and shown in Tables 8A thru 8D. The flow of services is shown here.



Some key characteristics and attributes of service delivery desired by job seekers and workers at all levels have been identified and include value, relevance, accessibility, and ease of use. The WCCNM, with the Valencia County One-Stop, will be working to assure services at all levels are valuable, relevant, accessible and easy to use and results focused. The result is employment. Methods of delivery in each level are summarized below.

Level 1: Initially, most job seekers and workers experience the services of the Valencia County One-Stop, which includes welcome, greeting, information, and basic services in the Resource Room. For many, Level 1 includes all the services they require. Greeting, welcome, and listening to the situation and needs to determine what services each may

need are key to meeting worker and job seeker requirements. In the Valencia County One-Stop, the activities will be performed by the “Manager of First Impressions” (a new task and new title). Assisting job seekers and workers with the use of Resource Room services will be shared by all staff in the One-Stop on a rotating basis. Staff will receive training in all services available in the Resource Room and be familiar with a range of services available in the One-Stop and through its partners. Staff will be trained in techniques for listening, assessing, assisting, and following through to ensure the Resource Room and initial service experience is valuable.

Job Seekers and workers have expressed a desire for assistance accessing and using numerous Resource Room resources, such as: (1) an adequate and appropriate orientation to the services, features, and use of the Resource Room; (2) assistance using computers, the Internet, and other equipment; and (3) assistance from staff who are knowledgeable of current (and potential) job requirements and job openings. All of these are available in Level 1.

Level 2: Workforce services delivered in training sessions and workshops occur in Level 2. Other than some “at the elbow” and limited personalized assistance provided in the Resource Room, most information and assistance is provided through workshops and group-sessions.

Level 3: Training beyond Levels 1 and 2 is typically provided only for those who are eligible for special programs. Funds for career training are typically associated with special program eligibility and require enrollment in a special program; this activity occurs in Level 4.

Level 4: A worker or job seeker must have been determined to meet all special program requirements in order to be enrolled in a special program. Determination of special program eligibility is one of the activities that occur in Level 4. Following a positive determination of eligibility, other activities typically include establishing a case file for the individual, data entering required information for special program reporting and tracking, determining “individual needs”, and developing a “career” or “personal development plan”.

Information on special program availability and eligibility requirements will be made available at points of service, e.g., (1) posted in various locations in the Resource Room, (2) on handouts and brochures in the Resource Room, (3) provided during workshops, (4) provided during one-on-one “help sessions” in the Resource Room, and (5) provided during other one-on-one help sessions. Job seekers and workers who are interested and may be eligible can be screened informally and referred to a program specialist for formal and more detailed information on eligibility, requirements, obligations, necessary forms, and for assistance with the eligibility determination process.

Following its business-driven strategy, the WCCNM intends to ____% of its training resources on businesses in priority industries, and to train to industry standards and meet individual employer certification standards. The result will be higher wages, better retention, and higher rate of placement at completion, resulting in improved retention and higher productivity.

E. Methods of Service Delivery Improvement

The following are primary measures the WCCNM will use for determining the results of services delivered to job seekers and workers:

- Number of job seekers placed, retained, and trained in priority industries.
- Number of job seekers and workers in priority industries who benefit from training that leads to employment, higher wages, and/or career advancement.
- Number of job seekers placed by the Valencia County One-Stop and its partners.
- Level and extent of worker and job seeker awareness, and knowledge of job and career opportunities in priority industries.

If these measures are not satisfactory, the WCCNM will seek changes to the service delivery methods sufficient to achieve the desired measures.

The two keys to the success of the workforce system and the Valencia County One-Stop are worker satisfaction and results achieved. The primary method chosen by the Valencia County One-Stop for improving job seeker and worker satisfaction and results is to provide access to a larger number of job openings, a greater variety of job openings, jobs with better wages, and opportunities for skills enhancement for workers. For businesses the Valencia County One-Stop will provide access to more potential applicants, improved productivity, positive retention and skills enhancement opportunities for employees.

In addition, the Valencia County One-Stop plans revisions to services and service delivery based on feedback from job seekers and workers on their satisfaction and results. Interviews and surveys will be conducted at points throughout the service flow; these will focus on determining how workers have experienced the services, how services can be improved, and which services have been most helpful in achieving employment goals. In addition, the WCCNM will use “secret shoppers” to use the services of the Valencia County One-Stop and report on their experience. Finally, a team of professionals from other One-Stops will review the operations and services. The results from interviews, surveys, secret shoppers, and peer professional teams will be reviewed quarterly by the WCCNM and Valencia County One-Stop staff to identify how services can be modified to improve customer satisfaction and results. The resulting improvement plan will provide the basis for future service reviews and for assessing critical aspects of Workforce Connection performance.

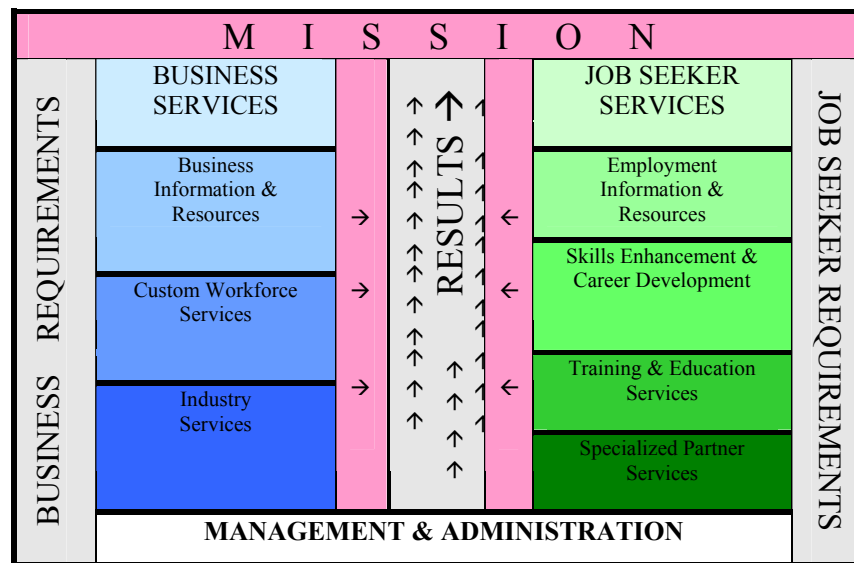
In addition, the One-Stop staff will conduct reviews of key services and the processes supporting them. These service reviews will identify customer value-added services and the time required to acquire the services. When combined with the information above, the service experience will be modified to improve perception of poor access, poor quality, and long wait times.

The WCCNM’s goal is to improve the job seekers’ and workers’ service experience, as well as the satisfaction and results achieved.

3. Coordination of Business & Worker Services

Finding good workers for business and good jobs for workers is the key to success for the workforce system. Meeting the requirements of business and job seekers is critical to success. For results to occur, business and job seeker services must be coordinated. As shown in Table 10, effectively matching business and worker requirements means results.

WORKFORCE CONNECTION SERVICE INTEGRATION MODEL Table 10



A. Referral to a Job Opening with a Business in a Priority Industry

Referral is a highly visible service and a service that both businesses and job seekers expect to work well. Referral is also the service that works well only when the requirements of businesses and workers are thoroughly and carefully coordinated. Establishing realistic expectations and providing a quality referral service are critical to re-positioning the workforce system and to establishing the Workforce Connection as a reliable and valuable provider of basic human resource services.

A referral service that meets the requirements of businesses in the Central Area is key to re-positioning the Workforce Connection as a provider of workforce, not social, services. For that reason, operating a robust referral service is critical for the success of the Central Area's Business Plans for One-Stops.

The basic processes supporting an effective referral process include: visitation to job sites, job analysis, and job description, interviews with business, job application, job order/announcement, job seeker assessment /testing, results interpretation, screening, interviewing, referral, follow-up, and improvement. The WCCNM is anticipating that each of these processes will improve, first, for businesses in priority industries and, then, for all Central Area businesses and industries.

Each business has its own referral needs; not all businesses want the same referral service. Some businesses request a simple “job posting”; some expect the One-Stop limit to the number of job seekers referred; others request a cursory screening or review of applicants’ qualifications, or more extensive assessment, testing or additional special service may be requested.

To respond to the range of requirements, the WCCNM, the Valencia County One-Stop and its partners have structured three levels of referral services. Level 1 involves a simple job posting, with an “automated match” and job seeker “self-referral”; under Level 1, job seekers are not screened. In Level 2, job seekers are screened prior to referral. In Level 3, referral is tailored to the needs of businesses in priority industries. The referral service developed for a business in a priority industry will be done through an Account Representative who works with the business to analyze, understand, and describe job openings. The Account Representative makes the final determination on referrals.

While referral services will be tailored to the requirement of each business in a priority industry, common processes support referral services to all businesses. As each process is improved, response to all businesses’ requirements will improve. Some of the processes are listed on the following page in Table 11 with the likely improvements to support a quality referral service.

Operating a successful referral service involves knowledge of the job seeker requirements and the business requirements. Several interlocking processes support effective referral. Table 11 arrays the processes.

Table 11

REFERRAL SERVICE: SUPPORTING PROCESSES TO BE IMPROVED		
“Business” Processes	“Fit” Processes	“Job Seeker” Processes
Conduct job analysis	Staff knowledge & expertise re. industry, business, job seekers	Job application design
Profile job	Match processes and systems	Design job application form
Obtain knowledge of industry/business	Analyzing test/assessment results	Obtaining knowledge of industry/business
Identify/specify job requirements	Understand business and job seeker requirements, to make a good fit	Convey industry/company requirements to applicants
Job order design [i.e., design of the form that describes the job opening & requirements]		Explain job requirements to potential applicant
Describe job opening		Administer test/assessment
Post job opening		Coordinate with job seeker
Evaluate job seekers test/assessment results		
Convey potential applicant skills to business		
Coordinate with business		
Refer qualified job candidates		
Follow – up		

As the WCCNM and its One-Stops work to improve referral services for businesses in priority industries, the WCCNM anticipates improvements will be made in the areas shown on the following page in Tables 12, 13 and 14.

Business-Related Processes Supporting Referral Services

Table 12

	Some Areas for Improvement		Business-Related Processes
1	Knowing the characteristics of a “good fit”	1	Profile job profiling
		2	Job analysis
2	Recording the requirements for the job	3	Learning industry and business requirements
3	Identifying potential job applicants	4	Job order design
		5	Recruiting candidates “Post” job opening
		6	Convey potential applicant skills to business
		7	Refer qualified job candidates
		8	Conduct job analysis
		9	Identify/specify job requirements
		10	Describe job opening
		11	Evaluate job seekers test/assessment results
		12	Coordinate with business
		13	Follow – up

Job Seeker-Related Processes Supporting Referral Services

Table 13

	Some Areas for Improvement		Job Seeker-Related Process
1	Design job application form	1	Assure complete
2	Explain job requirements to potential applicant	2	Include information negative, as well as positive, regarding working conditions (i.e. realistic job preview)
3	Coordinate with job seeker		Both to deliver services to jobseekers and for possible referral to business.
4	Job application design		Include industry and business recommended areas
5	Convey industry/company requirements to applicants		Include fact sheets for priority industries
6	Administer test/assessment		Select job seeker and industry-appropriate test/assessment

“Match” Process Supporting Referral Services

Table 14

	Some Areas for Improvement		Coordination-Related Processes
1	Staff knowledge & expertise re. industry, business, job seekers	1	Communication between Account Rep and Business Rep and individuals making referral decisions (if different)
2	Match processes and systems	2	Assure/re-design to accommodate priority industry recommendations
3	Obtaining knowledge of industry/business	3	See 1 above; also, attend industry & industry association meeting.
4	Analyzing test/assessment results	4	Confer with business/industry; base assessment on industry requirements / business certifications / business requirements
5	Understand business and job seeker requirements, to make a good fit	5	See all of above.

B. Information Regarding In-demand Jobs and Workforce Services

Valencia County One-Stop has information on a range of topics relevant to businesses and to workers: workers seeking job opportunities; workers skills, experience, abilities and knowledge; occupations “in-demand”; prevailing wages; occupational skills requirements; training; and available supportive services.

The Valencia County One-Stop makes this information available to businesses, workers, and job seekers in a number of ways, including local newspapers, four local radio stations, career fairs, Chamber of Commerce, Rotary and other civic organizations, brochures, website, posted announcements, workshops, and one-on-one with businesses and job seekers.

The WCCNM has introduced the logo (as mandated by the Office of Workforce Training and Development (OWTD)) of the *New Mexico Workforce Connection -“Supporting Business and Promoting the Workforce”*, and now “brands” all its information and marketing material with the new logo. The services and information are provided under the “brand” New Mexico Workforce Connection.

Currently, the methods described above are used to inform businesses and industries about the variety of available training resources. Particular training options available and the specific customization are discussed when interest is expressed.

The Valencia County One-Stop is capable of partnering with numerous training providers; classroom training, vocational training, and customized training are among the options for meeting business and worker requirements.

Though the term “intensive services” is used in the instructions for completing the Business Plan and in some program regulations, the Valencia County One-Stop does not use the term “intensive services”. The Valencia County One-Stop clusters business and job seeker services into three “Levels” as shown early in this Section on Table 10. Information is distributed on these services in the same manner as described earlier in this Section.

The Valencia County One-Stop is currently revising its basic marketing materials to include the One-Stop concept and to thoroughly incorporate the *New Mexico Workforce Connection-“Supporting Business and Promoting the Workforce”* logo. As material is revised, new ways of informing businesses and job seekers of the full range of workforce services will be developed and incorporated.

C. Information Regarding Training

To date, the Valencia County One-Stop has provided training “as requested”, i.e., as a training need was discovered for an individual business, training options were explored and, when appropriate, training was developed and provided. With the advent of the “priority industry” strategy, the Valencia County One-Stop anticipates that most training

will be developed from work with Industry Alliances and businesses in priority industries.

It's anticipated that by focusing initially on priority industries, the training will be delivered more effectively, efficiently and timely. When businesses are grouped together by industry or common need, training expertise, resources, and curriculum can be shared. When the training has the potential to meet the requirements of more than one business, the training will be marketed and packaged based on the needs identified, business size, and industry.

The Valencia County One-Stop is interested in "leveraging" training for the business, the worker and the organization. Often, training leads to career mobility, trained staff "move up" leaving openings to be filled, and openings may be filled by Valencia County One-Stop partner job seekers. Valencia County One-Stop is working to better position itself to leverage all its services, including training, to provide businesses with skilled workers, and to provide workers and job seekers with better career opportunities.

D. Outreach and Marketing

The Valencia County One-Stop avoids duplication by serving businesses and industries through an outreach and marketing strategy that uses an Account Representative to connect with businesses in priority industries. To avoid duplicate contacts with businesses, the office plans its contacts and adheres to the plan, each business representative being responsible for businesses in his or her designated industry.

The individual who makes contacts with businesses regarding the youth programs makes those contacts in specialized cases relating to opportunities for youth. The individual attends planning meetings and is aware of priority industries, businesses in priority industries, Account Representative responsibilities regarding businesses in priority industries, business representatives working with other businesses, and of the necessity of avoiding duplication.

4. Assessment of FBO/CBO Services in Area

New Mexico has become a partner in a U.S. Department of Labor project, SHARE, which is a resource that connects workforce development partners, faith-based organizations, community-based organizations and businesses. The project began statewide and is coordinated by the Office of Workforce Training and Development. Early results of the project, which consist of survey data and mapping, will be available late Spring 2006.

Once available from OWTD, users will be able to search the database of faith- and community-based resources by region, county, or service.

The WCCNM will await the results of the mapping to begin an analysis and assessment required under this Category 4.

5. Coordination of FBO/CBO Services In the Area

See narrative above.

6. Management and Administration

The workforce system, the WCCNM and Valencia County One-Stop are faced with two challenges: (1) delivering business-driven workforce services and (2) integrating workforce services from many different agencies, programs and funding streams. The focal points of One-Stop management and administration are to understand business requirements and to deliver workforce services to meet the requirements. Management and administration are key to integrating resources to achieve results. Key perspectives to be dealt with in the integration challenge are displayed in Appendix I.

The WCCNM's plan for the workforce system and its One-Stops integrates workforce services to provide more and better services, to serve more people and businesses. So it can be more profitable and competitive, and individuals can be successful in the workplace.

“Integration” unifies service delivery, eliminates the need for separation and duplication, and unites workforce partners’ services to leverage workforce resources and provide more and better services for business and job seekers to achieve results – improved profitability and competitiveness and improved skills and career mobility.

In practical terms, integration means bringing together all workforce resources to create a seamless system for the delivery of high-value workforce services that achieve results for businesses and workers.

Within an integrated workforce system, management and administration are complex activities; however, hundreds of thousands of businesses operate in environments that are equally complex and can provide a model for managing. WCCNMs approach to managing and administration of its One-Stops acknowledges the current numerous “funding streams”, agencies and programs, while looking beyond bureaucratic technicalities to achieve the strategic goals. The model chosen is a functional matrix model, such as shown in Table 15.

Functional Matrix Organization Structure

Table 15

SERVICES (Service delivery resources managed by One-Stop Site Manager)																			
	WIA -Adult	WIA-Dislocated Worker	Wagner-Peyser	TANF	Incumbent Worker Training	Special Training Grants	Individual Development Accounts	Migrant & Seasonal Farm Worker	Senior Employment Programs	Commission on Status of Women Job Training & Placement	Food Stamps Employment & Training	Trade Readjustment Act (TRA)	Trade Adjustment Assistance	Veterans Employment Act	Workforce Investment Act-Youth	Displaced Homemakers	Incumbent Worker Training	Apprenticeship	Carl Perkins Vocational Technical
	(Employing agency personnel policies apply to staff funded by programs)																		
BUSINESS SERVICES																			
Business Information & Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
Custom Workforce Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
Industry Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
JOB SEEKER SERVICES																			
Employment Information & Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Skills Enhancement & Career Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
Training & Education Services	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X
Specialized Partner Services																			

The One-Stop Site Manager's responsibilities include integration of all One-Stop resources, including staff, to deliver business-driven, integrated workforce services and achieve results for businesses, workers and job seekers. The Site Manager is accountable for the services and results achieved.

In order for the One-Stop Site Manager (1) to manage and direct the delivery of business-driven, integrated workforce services, and (2) to assure the integration of participating agencies' and programs' resources, a matrix organization structure is required.

Within the matrix structure, staff's service priorities and day-to-day activities are managed by the Site Manager, who is responsible for and accountable for the operations of the One-Stop, including the delivery of services, attainment of results, functions of the systems, and performance of the personnel. The functional matrix organization structure places primary emphasis on service, and assures the alignment of all resources around service delivery.

The management and administrative system is based on understanding businesses' and job seekers' workforce requirements (as shown previously in the Service Model, Table 10) and integrates workforce services from all agencies and programs (as shown above in Organizational Model, Table 15). Such a system focuses on customer requirements and uses a management structure dedicated to the delivery of workforce services. The service requirements of businesses and workers are understood and the service capabilities of all One-Stop partners are integrated to respond to the requirements. The programs, agencies, funding stream and resources that make up the Workforce Connection are integrated to maximize solutions and achieve results. Services are focused on providing solutions and achieving results for businesses and job seekers.

Organizational Model

To avoid duplication, confusion and inefficiency within the Workforce Connection Delivery System, functional responsibility and management are aligned through a functional matrix organizational model.

To achieve the goals of more and better services for more businesses and workers, service delivery is the activity to which the vast majority of staff time must be devoted. The Workforce Connection organizational model focuses work on service delivery for businesses and job seekers. Services once provided under the direction of numerous "program managers" are now integrated and provided under the functional direction of the Site Manager. Functional responsibility and accountability for service delivery and service quality reside first with the Workforce Connection's One-Stop Site Manager, who has functional authority within the One-Stop.

To explain how integration provides more and better services for businesses and workers, we have compared service delivery in the previous scenario using, as an example, "Workshops" (as shown on the following page, in Tables 16A, 16B and 16C). Prior to service integration, responsibility and accountability for planning, scheduling, and conducting job finding, resume writing and interviewing skills workshops was the province of four programs, with duplication and redundancy (Table 16B). The matrix model eliminates duplication, which allows more flexibility, more frequent workshops, more people to be served, and to be served more conveniently (Table 16C). By putting the responsibility and accountability for service delivery at a single point, more resources and better services can be delivered to more businesses and workers with better results.

Example from the Service Integration Model (Table 10),

JOB SEEKER SKILLS ENHANCEMENT & CAREER DEVELOPMENT

Table 16A

		WIA Adult	WIA DW	W-P	TANF	ABE	ESL	OTHER
1	Staff/guided referrals to job openings	x	x	x	x	x	x	x
2	Screen for barriers for referral to non-program-specific support services	x	x	x	x	x	x	x
3	Screen for potential eligibility for a program	x	x	x	x	x	x	x
4	Assist with Self-administered assessment or test	x	x	x	x	x	x	x
5	Workshops: Plan, schedule, and conduct workshops, including Job Finding, Resume Writing Up, and Interviewing Skills Workshops.	x	x	x	x			
6	Plan, schedule, and conduct Job Club.	x	x	x	x	x	x	x
7	Plan, schedule conduct work & life skills education workshops, including basic skills, basic computer skills, employability skills, money management skills.	x	x	x	x	x	x	x
8	Attend and assist job seekers during industry/business/ employer-specific information session	x	x	x	x	x	x	x
9								

Pre-Integration Management

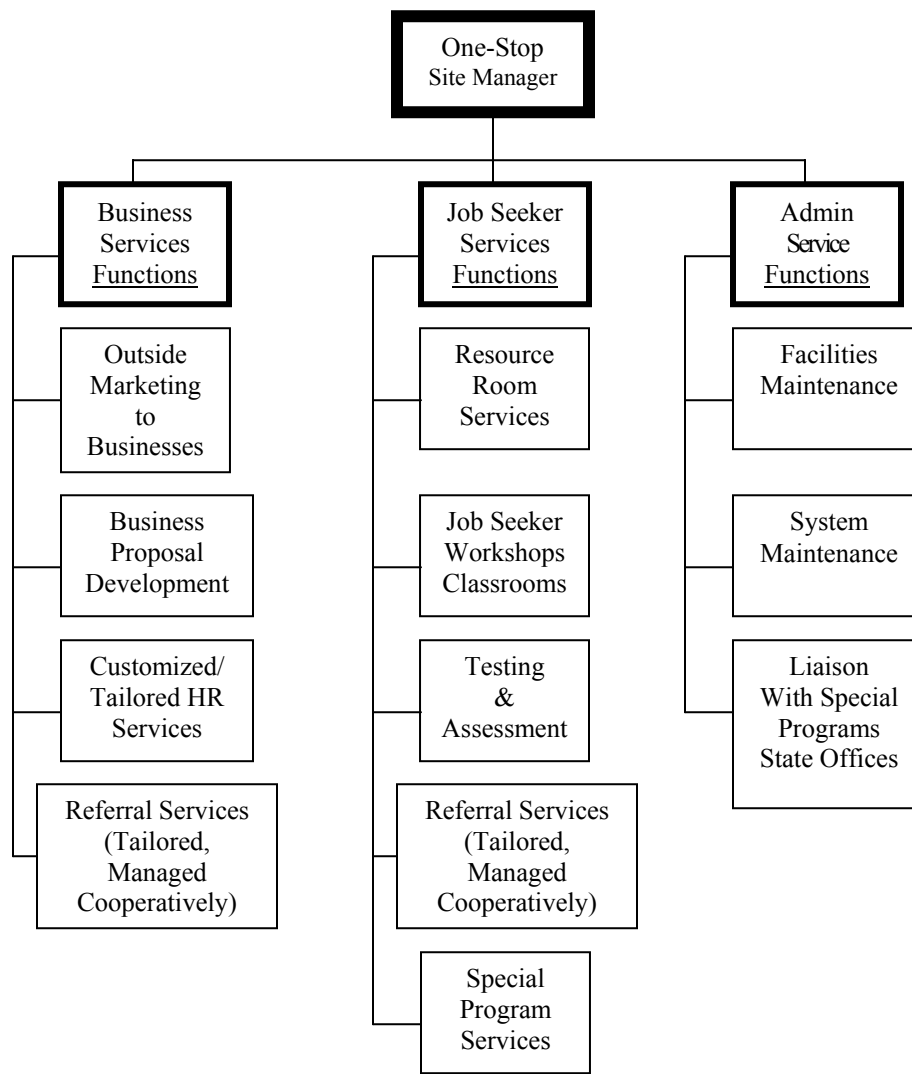
Table 16B

		Manager WIA Adult Program	Manager WIA DW Program	Manager W-P Program	Manager TANF Program
5	Workshops: Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops.	Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. <u>Duplicate 1</u>	Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. <u>Duplicate 2</u>	Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. <u>Duplicate 3</u>	Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops. <u>Duplicate 4</u>

Integration Functional Management

Table 16C

	One-Stop Site Manager (Integrated Services)	WIA Adult	WIA DW	W-P	TANF
5	Workshops: Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills Workshops.	Open to WIA Adult, WIA DW, W-P, TANF Participant and All Job Seekers			
		Workshop services can be provided by staff from any partner/program/funding stream.			



(NOTE: The Organizational Model is based on functions. The model may appear “traditional”, but is based on the matrix shown on the service functions shown in previous Tables. Service priorities are determined by the One-Stop Site Manager, and the day-to-day work assignments of staff in the One-Stop are guided by these priorities.)

Organizational Description

The WCCNM is sensitive to and appreciative of the perceptions expressed by the public, job seekers, and businesses. The WCCNM has chosen to focus its resources on priority industries, to allocate training resources to occupations in priority industries, to re-focus service priorities to provide Human Resource Basic services, and has re-organized, embracing the One-Stop Workforce Connection Model and the demand-driven strategy. The result will be a new organization model.

The WCCNM values services that achieve results for job seekers and businesses. In each of its One-Stop offices, the WCCNM seeks to establish an organizational culture that values results for job seekers and businesses.

Organizational Challenges

Two changes are significant: the change to a demand-driven strategy and the change to an integrated service delivery.

These changes occur within an environment formed by multiple state bureaucracies. The predictable consequences include: bureaucracies, whether public or private, are famously protective of their individual prerogatives and vociferous in their self-promotion. These characteristics are magnified in times of change, such as these. As one commentator explained, “Fiefdoms emerge when people place more energy and emphasis on demonstrating that they are doing well than on changing their behavior to improve their actual performance.”

The results from intensified “fiefdoms” are often contrary to the change which is demanded by all parties, whether the Legislature, Governor, job seekers, businesses or the public. The symptoms include creating a “freeze factor” that blocks constructive movement, attempting to control the process to “fit our needs”, practicing risk averse behavior (when creativity is sorely needed), avoiding commitments about the future, blaming others, intentionally complicating processes, controlling information, inflating costs, circling the wagons, blocking new ways of thinking and losing sight of the organization’s vision and mission.

These are the symptoms the WCCNM would like to avoid. The challenge is to recognize the symptoms and address the causes. The creation of a One-Stop Site Manager with the necessary authority, accountability, and responsibility will assure the Legislature’s and Governor’s goal of integration becomes a reality.

The WCCNM will seek additional appropriate assistance to address the symptoms and causes of inhibiting true service integration. The WCCNM recognizes that it is acting in pursuit of the desires of the Legislature, Governor, job seekers, businesses, and the public, and recognizes that it cannot alone make the required changes. As necessary, the WCCNM will seek appropriate assistance to address the symptoms and causes.

Cost Allocation for Services

A key factor in the successful operation of the new Workforce Connection One-Stops will be resource support for service delivery. Cost allocation of facilities, equipment and operating expenses has long been practiced in many offices; however, allocation of cost of service delivery has not. The WCCNM proposes the method summarized on the Table below.

Overview Services / Activities / Tasks Involved & Agencies / Programs Benefiting & Cost Allocation Method

		SERVICES WITH COSTS TO BE ALLOCATED		BENEFITING AGENCIES AND PROGRAMS	ALLOCATION METHOD	OTHER METHOD
SERVICES	0	Mgr of First	Impressions	All Agencies/Programs	% of all participants	
	Level 1	Business Information & Resources (Level 1)		All Agencies/Programs	% of all participants	
		Job Seeker Employment Info & Resources (Level 1)		All Agencies/Programs	% of all participants	
	Level 2	Custom Workforce Services (Level 2)		All Agencies/Programs	% of all participants	
		Skills Enhancement & Career Development (Level 2)		All Agencies/Programs	% of all participants	
	Level 3	Industry Services (Level 3)		All Agencies/Program	% of all participants	
		Training & Education (Level 3)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	
	Level 4	Specialized Partner Services (Level 4)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	

The services which can be cost allocated are shown in detail in Appendix K.

Various methods are available for allocating the cost of these services; the method shown above is based on the number participating from each program.

7. Results

The strategic goal for the workforce system, the WCCNM, and the Valencia County One-Stop is to increase New Mexico's wealth by contributing to the competitiveness and profitability of New Mexico businesses and the skills and earning power of New Mexico's citizens. How to measure results for "the workforce system" is a challenge for all. Program and agency "performance measures" exist, but "workforce system" measures are not in place.

A metric for measuring how the workforce is achieving its strategic goal should be meaningful to all New Mexicans – both workers and businesses. The WCCNM believes a metrics should be developed to measure the workforce system's contribution to business and individual "wealth", as measured by earnings, income, and profits. A number of factors need to be considered when the WCCNM develops measures of the workforce system's contribution, including the extent to which the workforce system contributes to value creation and to New Mexicans wealth.

The WCCNMs focus on priority industries will provide a microcosm for identifying, quantifying, and assessing the workforce system's contributions to business, industry, and individual wealth. The WCCNM looks forward to working with others interested in developing more comprehensive measures of value. Areas of importance to the Board, and which will be reviewed based on available information are:

- Increase Business & Worker Wealth
- Increase Number of Priority Industries/Businesses Served
- Increase Number of Workers/Job Seekers Served in Priority Industries/Businesses
- Improve Cost Structure (Efficiency: Cost/Outcome)

The WCCNM looks forward to working on refining measures in these areas; however, the WCCNM does not intend to wait for refinements and will begin assessing the Workforce Connection based on available data relevant to the above areas of performance.

Other areas of expected results and measurement are shown on the following page in Table 19.

Summary of Expected Results and Measures For Employers, Workers and Job Seekers

Table 19

<p>Results Expected for Employers</p> <ul style="list-style-type: none"> • Business has a single point of contact, not several and no competing contacts; • Systems, processes and paperwork are in place to support successfully meeting employer and customer needs; • Paperwork and processes is not a burden for employers; • Adequate and appropriate initial and comprehensive assessment of customers and pre-screening ensures appropriate referrals. <p>Measuring Expected Results for Employers</p> <ul style="list-style-type: none"> • Job orders from new and/or repeat employer customers by priority industry. • Increase in number of job seekers placed in jobs by Central Board One-Stops. • Increase in number of people who are trained, placed, and retained in high demand occupations and priority industries. • Referrals from Workforce Connection remain employed (by priority industry). • Investment of a minimum 90% of training resources in target industry occupations
<p>Results Expected for Job Seekers and Workers</p> <ul style="list-style-type: none"> • Available funding is likely to serve larger numbers of customers because of employers' actual demand for workers and due to focused approach to serving customer, <i>including employer</i>, needs. • Systems, processes and paperwork are in place to support successfully meeting employer and customer needs. <p>Measuring Expected Results for Job Seekers and Workers</p> <ul style="list-style-type: none"> • Job seekers and workers already in the workplace benefit from training that leads to higher wages and promotion. • Increase in industry and occupational awareness and skills for youth. • Increase number of job seekers placed in jobs by the Valencia County Workforce Connection. • Increase in number of people from target population groups who are trained, placed, and retained in high demand occupations and priority industries. • Targeted training resources and other opportunities for self-sufficiency, ensures the system is responsive to those most in need. <p>Priority Industries selected based on:</p> <ul style="list-style-type: none"> • Greater likelihood that occupations characterized by high wages, growth and promotion will be identified, targeted and positions filled—all based on demand. • Growing industry (increasing employment and payroll wages) • Industry characterized by existing (rather than new, or start-up) businesses within that industry • Contributes to improved quality of life in the region • Maintain clear paths for career mobility and promotional opportunities • Characterized by high wages relative to other industries

These measures are in addition to Federal performance measures required of WIA, Wagner-Peyser, other partners and programs. Also, as described throughout this plan, a variety of processes (particularly, as they affect customers, such as paperwork required of employers) must be streamlined. In addition, it is expected that training be provided to staff to support their workforce and service capabilities.

Appendices

Appendix A	Current Perceptions of the Workforce System (Legislative, Business, Worker, Public)
Appendix B	Basic One-Stop Model
Appendix C	Human Resource Basics Service Outline
Appendix D	WCCNM Vision, Mission, Goals, Operating Objectives
Appendix E	WCCNM Action Strategy
Appendix F	Levels of Service (Business and Job Seeker)
Appendix G	Service Flow
Appendix H	Leadership Model
Appendix I	Management Model
Appendix J	Operational Model
Appendix K	Service Cost Allocation Model
Appendix L	Facilities, Equipment Cost Allocation Model
Appendix M	Metrics

Appendix A

Current Perceptions of the Workforce System (Legislative, Business, Worker, Public)

Business, Industry, Worker, Job Seeker and Public Perceptions and Guidance Relevant to One-Stop Service Centers *

Perceptions exist at all levels regarding the current Workforce Investment System and prescriptions exist at all levels regarding how a future Workforce Investment System can meet business, industry, worker, job seeker and public requirements. These perceptions and prescriptions are summarized below.

As noted in 2003 in the “Report of the Legislative Finance Committee on New Mexico’s Implementation of the Federal Workforce Investment Act of 1998” and repeated in 2004 in Public Works’ “New Mexico’s Workforce Development System – and How to Make It Work”:

New Mexico’s self-identified one-stop centers do not comprise a comprehensive one-stop system. The creation of truly comprehensive one-stop centers should be a state priority. In a comprehensive one-stop center, services from all 19 federally mandated partners.... No workforce development office or self-identified one-stop center in New Mexico has access to all federally mandated partners.

At the local level, where services are delivered, the current Workforce Investment System is frequently perceived to be fragmented, inefficient and customer “un-friendly” - -- all of which confirms the perceptions of legislators and think tanks noted above.

Chambers of Commerce recommendations for improving the Workforce Investment System, include the following:

1. LWDBs must look at the labor needs, both current and future, of local businesses and industries,
2. Service attributes essential to businesses are “quality”, “relevance” and “responsiveness”,
3. Account Representatives should be used to serve key employers,
4. Dedicated phone lines should be set up to serve employers,
5. “Single Point of Contact” should be set up for key employer,
6. Industry-recognized standards and employer-based certifications should be the basis for training,
7. Business contacts and service delivery among economic development, human services, education and workforce should be integrated,
8. Improvement should be based on results and customer feedback.

The SWDBs Business Services Committee stated “delivery of service is key to meeting the needs of business (and job seeker) customers and to achieving New Mexico’s

goals.” The State Business Services Committee has developed its strategy and goals to improve New Mexico’s Workforce Investment System. The Business Services Committee strategy reflects the problems and potential of the State’s Workforce System, and, by implication, defines the future success of its One-Stops.

New Mexico’s Business Services Committee intends to engage business and industry at the State and local level to:

1. Identify the market challenges and opportunities faced by the State’s businesses and industries,
2. Determine the workforce-related problems encountered by the State’s businesses and industries,
3. Identify the types of workforce services relevant to the problems, challenges and opportunities.

The State’s Business Services Committee intends to assess the types and scope of workforce services and determine how the services are being provided, how the services are marketed and delivered, and the extent to which the services are meeting business and industry needs.

1. Selection of business services to ensure services are available to meet business needs,
2. Packaging of services to meet the specific needs of local businesses,
3. Service that is “accessible”, “flexibly delivered” and “customized to meet requirements”,
4. Service that is “reliable”, “valuable” and “meets expectations”.

The State Business Services Committee plans to develop business groups to examine feedback, assess services and promote continuous improvement. Specific lines of inquiry will include:

1. How service delivery can be improved.
2. How services can be expanded.
3. How services can be more effectively packaged.
4. How services can be re-structured/revised to meet business needs.
5. How services are meeting the needs of business.

The State Business Services Committee envisions local Business Services Committees with a parallel mission demanding similar improvements. The State’s Business Services Committee promotes a strong voice for local businesses (and Local Business Services Committees) in selection, design and delivery of business services, including:

1. Packaging of services to meet the specific needs of local businesses,
2. Service that is “accessible”, “flexibly delivered” and “customized to meet requirements”,
3. Service that is “reliable”, “valuable” and “meets expectations”.

The perceptions, goals and strategy of the State Business Services Committee and the involvement of local businesses and industries provide valuable guidance and direction for developing successful business services within One-Stop Service Centers and are incorporated into the One-Stop Service Center Certification criteria.

Administratively, the following elements were noted for developing and improving a network of comprehensive and responsive One-Stop Service Centers in New Mexico:

1. Required partnerships and co-location of all mandated partners, including WIA, Wagner-Peyser, Adult Education and Literacy and additional partners, such as TANF and Food Stamps employment and training services,
2. Common intake system to ensure single point of service for all customers,
3. Cross-trained personnel,
4. Customer satisfaction,
5. Performance measures and standards, such as number of businesses served and workers served, placement of workers in training and jobs, etc.
6. Goals, including placement of workers in “self-sufficiency” jobs,
7. Processes, procedures and staff up-grade training and education to assure all customers receive complete and appropriate service, and
8. Certification for One-Stop Service Centers.

As envisioned by the Legislature and Governor, New Mexico’s One-Stop Service Centers reflect the vision of a Workforce Investment System which is coordinated, integrated and accountable, delivering workforce services to New Mexico’s businesses, industries, workers and job seekers to meet the challenges, opportunities and problems of today’s economy. The One-Stop System Guide is intended to help LWDBs improve workforce services for their Regions by creating coordinated, integrated and accountable One-Stop Systems in their Regions.

* From New Mexico’s One-Stop System Guide

M I S S I O N									
BUSINESS REQUIREMENTS	BUSINESS SERVICES		↑↑↑↑↑ RESULTS → RESULTS ↑↑↑↑↑		JOB SEEKER SERVICES	JOB SEEKER REQUIREMENTS			
	Business Information & Resources	→		←	Employment Information & Resources				
	Level 1	→		←	Level 1				
	Custom Workforce Services	→		←	Skills Enhancement & Career Development				
	Level 2				Level 2				
	Industry Services	→		←	Training & Education Services				
	Level 3				Level 3				
		→		←	Specialized Partner Services				
	Level 3				Level 4				
MANAGEMENT & ADMINISTRATION									

Appendix C

Human Resource Basics Service Outline

TOWARD HUMAN RESOURCE BASICS

EXPECTATIONS:

1. Operate from a Human Resources Model.
2. Recruit a “pool” of qualified workers identified and available for referral to businesses and from which businesses can draw comfortably.
3. Career Counselors who know industry, business and how businesses work. Not Case Managers with a social service perspective, but career counselors with a jobs and business perspective.
4. Reliable assessment: a process that serves as an “un-biased observer” and “assessor” of a job seeker’s skill set; a “process”, not a “product”; an assessment of specific skills, not a “general skills assessment”, e.g. Microsoft Office - someone has the skills or they don’t.
5. Targeted training resources for priority industries. The training “mix” for targeted industries (e.g. classroom, on-site, OJT, etc.) needs to be determined with direction from businesses in the industry (e.g. Industry Workforce Alliance or similar industry-based group).
6. On-the-Job training will be re-positioned from “We’ll save you money!” to a productivity enhancer and career mobility service.
7. Referral Services for businesses in priority industries will be tailored to meet the needs of businesses in those industries. All processes supporting the referral service are subject to change and customization.

Appendix D

WCCNM Vision, Mission, Goals, Operating Objectives

Table A

	Vision: WCCNM Business-Driven One-Stop	
	A strong economic environment, growing industries, highly competitive and profitable businesses, skilled and productive workers and growing, thriving communities.	

Table B

	Mission: WCCNM Business-Driven One-Stops	
	To deliver value-added workforce and human resource services that contribute to an economic environment in which Central Area industries are growing, businesses are highly competitive and profitable, workers are skilled and productive and communities are growing and thriving.	

Table C

	Objectives & Operating Goals: WCCNM Business-Driven One-Stops	
	Deliver value-added workforce and human resource services by:	
1	Establishing industry groups and/or active working relationships with existing industry groups for the purpose of developing value-added workforce and human resources services, including training and other customized services, including process for the referral of qualified job applicants.	
2	Providing basic human resource services to all businesses in the Central Area.	
3	Providing customized services to industries designated an economic priority.	
4	Training individuals to industry standards and employer-based certifications.	
5	Providing designated Account Representative to businesses in each priority area.	
6	Providing single point of contact for businesses.	
7	Providing dedicated phone line for businesses.	
8	Packaging services to meet the expressed requirements of the business community.	
9	Eliminating duplicate business contacts.	
10	Providing value-added services, i.e. services that are relevant, valuable, reliable, customized, responsive, flexibly delivered, accessible and meet expectations.	

Appendix E

WCCNM Action Strategy

WCCNM ACTION PLAN

Table E

ITEM	STATUS	ACTION	COMMENTS
1	P	Access Area's Economic Situation, Challenges, Opportunities	Accomplished
2	P	Determine Area's Priority Industries	Health Care, Construction, Manufacturing
3		Establish "Industry Representatives" to the Priority Industries	Pending Contact with each industry; Task Board members & Executive Director to initiate contacts.
4		Establish Working Relationships with Priority Industries	Establish "Industry Workforce Alliances" with each industry or Work through existing association.
5	P	Determine Workforce Services Required by Priority Industries	Recruitment, Screening for Qualifications, Skills Training have been previously identified.
6	P	Allocate Training Resources to Priority Industries	<u> </u> %of training funds to be allocated for jobs in Priority Industries; types of training to be determined.
7	P	Determine Two Locations to be One-Stops	Mountain Road (Albuquerque), Valencia County (Belen)
8	P	Identify Workforce Services for One-Stops to Deliver to Priority Industries	Initial concentration on <u>screening for Construction; recruitment for Health Care and Aviation.</u>
9	P	Establish Metrics for Assessing One-Stop's Achievement of Goals	Allocation of training, success rate for training, and service improvement for Priority Businesses.
10	P	Complete One-Stop Business Plan	Mountain Road's and Valencia County's Business Plans concentrate on providing quality HR functions, i.e. assessment that leads to quality screening, changing "case workers" to "career counselors" & identifying pool of qualified job applicants.
11		Commence Delivery of Training and Workforce Services	Emphasis on HR-related services delivery (see 10 above).
12		Continue Guiding Service Development & Service Delivery in One-Stops	Feedback mechanisms include industry experience, business response, and metrics.
13		Assess One-Stop (using "Self-Assessment" six months after services commence)	Formal review on operations, set for October with staff from Central Board, OWTD and site.

P = Plan Addresses

Appendix F (1 - 5)

Levels of Service (Business and Job Seeker)

Level 1 Business and Job Seeker Services	Appendix F 1
Level 2 Business and Job Seeker Services	Appendix F 2
Level 3 Business and Job Seeker Services	Appendix F 3
Level 4 Business and Job Seeker Services	Appendix F 4
Partner & Community Resources	Appendix F 5

Level 1 Expanded (BUILT ON ONE-STOP SERVICE INTEGRATION MODEL)

Appendix F-1

		MISSION					
BUSINESS REQUIREMENTS	BUSINESS SERVICES	BUSINESS INFORMATION & RESOURCES Level 1				JOB SEEKER SERVICES	
		EMPLOYMENT INFORMATION & RESOURCES Level 1				JOB SEEKER REQUIREMENTS	
		Designated Contact(s) to Assist Businesses Seeking / Using Level 1 Services (Explain the Services, especially Screening)				Information on & Direction to One-Stop Services / Resources	
		Dedicated Phone line for Business Contacting the One-Stop				Resource Room	
		Post Job Openings Through the Internet ("Non-Suppressed")				Access to Job Listings	
		Access Applicant Resumes / Applications				Self-Referral to Level 1 Job Openings	
		Access Labor Market Information				Information on / Self-Referral to Community & Partner Resources	
		Access information on affirmative action, diversity, etc				Job Search Skills / Application/Resume Builder	
		Access information on tax incentives				Key Boarding (i.e. assistance familiarization with computer use)	
		Access information on training programs, including apprenticeship				Labor Market Information	
		Access human resource-related information				Access Unemployment Insurance Service (thru phone)	
		Access labor relations information				Career Services / Occupational Profiles / Skill Requirements / Wage	
		Access healthy workplace information				Use of fax	
		Use of fax				Use of phone	
		Use of phone				Use of copy machines	
		Use of copy machines				Use of computers	
		Use of computers				Internet access	
		Internet access				Use of offices for interviewing	
		Use of offices for interviewing					
		Outplacement services					
		Referral to Business Resources					

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

Level 2 Expanded (BUILT ON ONE-STOP SERVICE INTEGRATION MODEL)

Appendix F-2

BUSINESS REQUIREMENTS	CUSTOM WORKFORCE SERVICES Level 2			SKILLS ENHANCEMENT / CAREER DEVELOPMENT Level 2			JOB SEEKER REQUIREMENTS
	In addition to Level 1 Services:			In addition to Level 1 Services:			
	Single Contact for Businesses Seeking/Using Level 2 Services			Staff/Guided Referrals to (Non Level 3) Job Openings			
	Dedicated Phone line for Business Contacting the One-Stop			Convey Job Requirements to Potential Applicants			
	Studies and feedback indicate businesses will most likely request services such as the following:			Screen for Barriers and Referral to Non-Program-Specific Support Services			
	Assistance Identifying Job Requirements			Screen for Potential Eligibility for a Program			
	Assistance Describing Job Opening			Information on / Referral to Community & Partner Resources			
	Assistance with Job Postings			Self-administered Assessment or Test			
	Recruitment			Job Finding Workshops			
	Screening for Designated Job Requirements			Job Finding Skills Workshops (e.g. Resume Writing, Interviewing)			
	Skills Testing / Assessment			Career Planning Workshops			
	Conveying Potential Job Applicant Skills to Business			Job Club			
	Referral of Screened / Qualified Applicants			Industry/Business/Employer-Specific Information Session			
	Workshops, e.g. Business Financing, Venture Capital, Establishing a Business, Entrepreneurship, Legal & Tax Questions.			Work & Life Skills Education. (e.g. Employability Skills, Money Management, Basic Skills, Life Skills, Basic Computer Skills, Parenting)			
	Referral to Additional Partner, Community & Business Resources						
				GED/ABE/Literacy			
				ESL			

Customized Workforce Services are intended for businesses in industries that are not Board-designated Priority, but request services beyond Level 1.

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

Level 3 Expanded (BUILT ON ONE-STOP SERVICE INTEGRATION MODEL)

Appendix F-3

BUSINESS REQUIREMENTS	INDUSTRY SERVICES Level 3				TRAINING & EDUCATION Level 3				JOB SEEKER REQUIREMENTS
	In addition to Levels 1 and 2 Services:				In addition to Levels 1 and 2 Services:				
	Designated Account Representative for each Business in a Board-Designated Priority Industries				Level 3 training and education are <u>eligibility contingent</u> , <u>program-specific</u> and <u>program-funded</u> (i.e. funded through one or more of the partner programs). Job seeker participation is contingent on eligibility for one (or more) programs, as determined in Level 4.				
	Industry Workforce Networking Group for Businesses in Priority Industries								
	Training Tailored to Requirements of Businesses in Priority Industries								
	Services Tailored to Requirements of Businesses in Priority Industries, such services as:				Training and Education include the following:				
	Job Analysis and Job Profiling				Customized Training				
	Assistance with Job Descriptions and Job Order Writing				Work Experience				
	Customized Recruitment and Screening				On-the-Job Training				
	Reference Checks				Work Experience				
	Drug Testing				Staff Arranged Referrals to Job Openings				
	Applicant Assessment & Testing				Convey Job Requirements to Potential Applicants				
	Referral of Screened / Qualified Applicants				Performance Coaching				
	Establish / Confirm Licensing or Industry Skill Requirements								
	EEO / Affirmative Action & Employment Information								
	Conveying Job Potential Job Applicant's Skills to Business								
	Occupational Skills Specific Training								
	Customized Work Training								
	Work Experience								
	On-the-Job Training								

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

SPECIALIZED PARTNER SERVICES Level 4		JOB SEEKER REQUIREMENTS
	Determine of Eligibility for Program(s)	
	Manage Case (Under Program-Unique Rules and Requirements)	
	Conduct Program-Unique, Eligibility-Restricted Assessments	
	Screen for Barriers for Referral to Program-Unique, Eligibility-Restricted Support Services	
	Develop Individual Service Plan / Employment Development Plan / Other Plan (Under Program-Unique Rules and Requirements)	
	Follow-up / Follow-Through (as Dictated by Program-Unique Rules and Requirements)	

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

PARTNER & COMMUNITY RESOURCES
(BUILT ON ONE-STOP SERVICE INTEGRATION MODEL)

Appendix F 5

BUSINESS REQUIREMENTS	BUSINESS RELATED PARTNER & COMMUNITY RESOURCES		JOB SEEKER RELATED PARTNER & COMMUNITY RESOURCES		JOB SEEKER REQUIREMENTS
	Economic Development		Community Colleges		
	Enterprise / Business Incubators		Apprenticeship		
	Entrepreneurship Programs		Child Care		
	Apprenticeship Program		Transportation		
	Private Placement Agencies		Protective Services		
	Community Colleges		Domestic Violence		
			Mental Health		
			Housing		
			Public Education		
			ABE		
			ESL		
			DVR		
			Commission for the Blind		
			Veterans		
			Job Corps		
			Community Action		
			HUD E&T		
			Food Stamps		
			CSW TeamWorks		
			Title S		
			Bold / Gold		
			FBOs		
			Private Placement Agencies		

KEY	CODE	MAJOR SERVICES / FUNCTIONS	COST	MANAGEMENT BY
		Business Functions and Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/ Operations Manager
		Services Available to All Programs' Job Seekers	Costs Shared by All One-Stop Partners	Job seeker Services Manager/One-Stop Manager/ Operations Manager
		Business / Job Seeker "Cross-Over" Services	Costs Shared by All One-Stop Partners	Business Services Manager/One-Stop Manager/Operations Manager
		Unique Services Available to a Program's Participants	Costs Absorbed by Individual Program	Program Mgr/Lead/Specialist
		Partner & Community Resources	Available for Referral	One-Stop Manager/Operations Manager (to enable cooperation)

Service Flow

Appendix G

Business & Industry

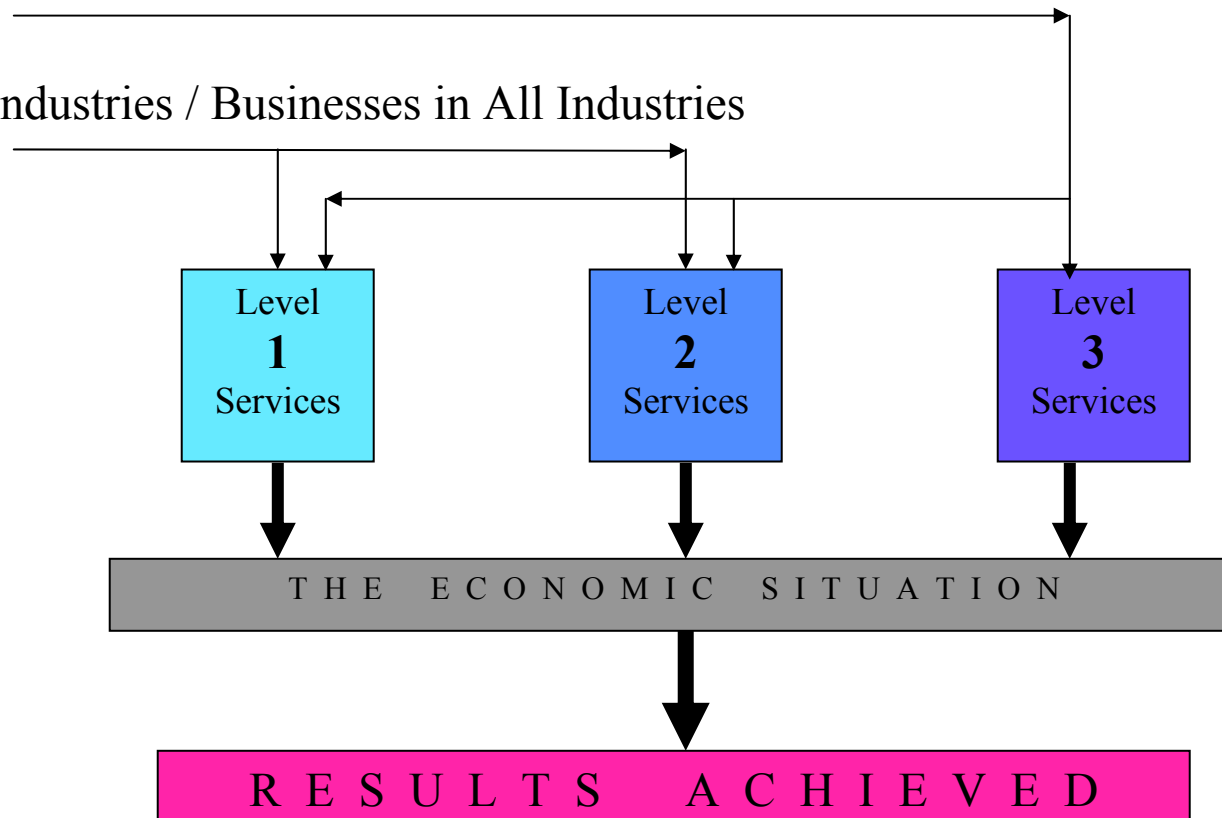
Appendix G 1

Worker & Job Seeker

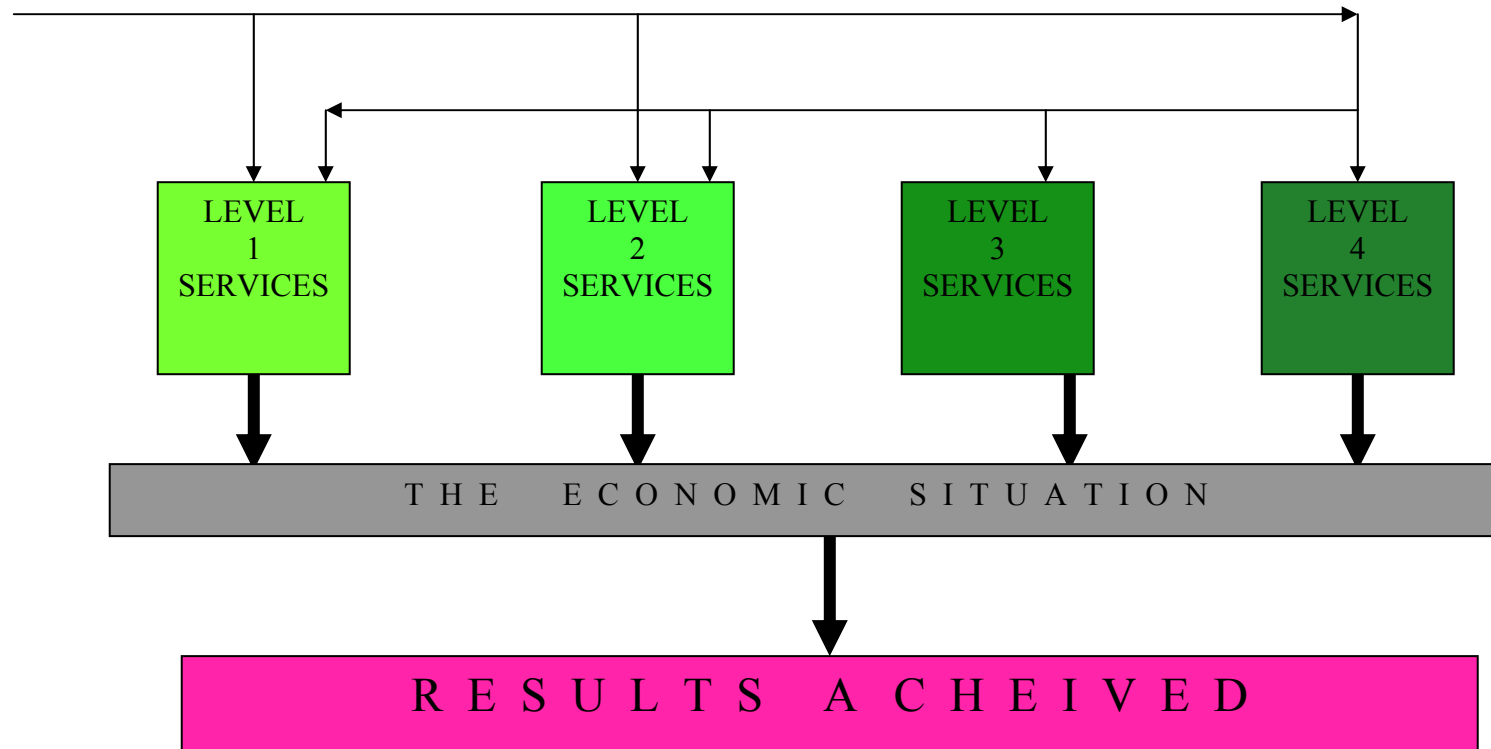
Appendix G 2

Priority Industry / Business in Priority Industry

All Industries / Businesses in All Industries

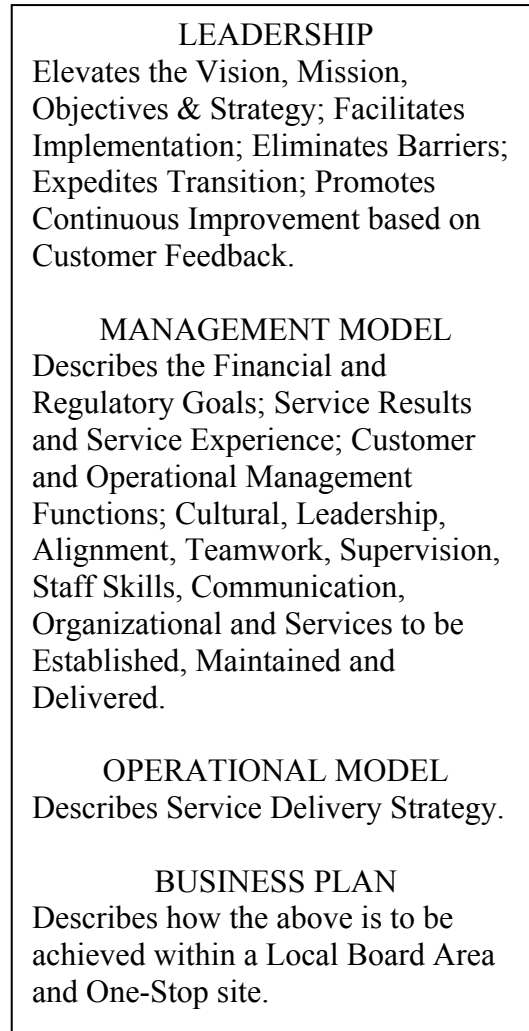
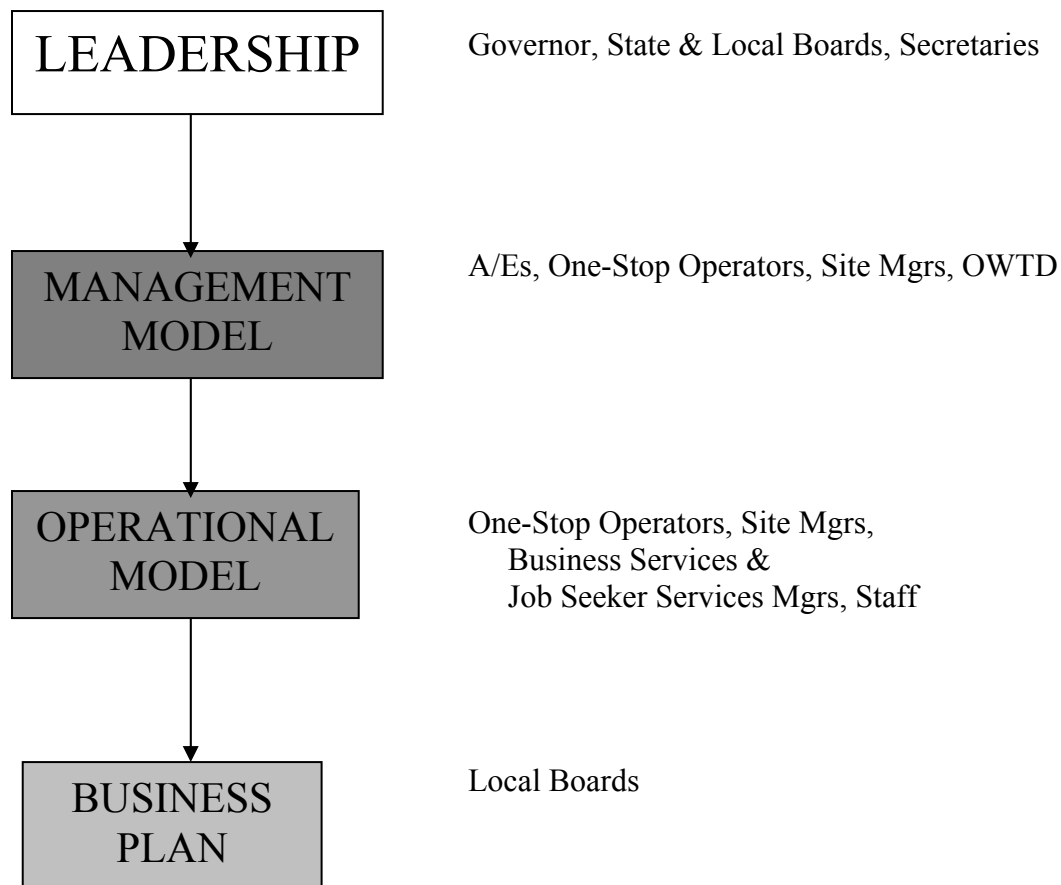


ALL WORKERS & JOB SEEKERS



Leadership Model

Appendix H

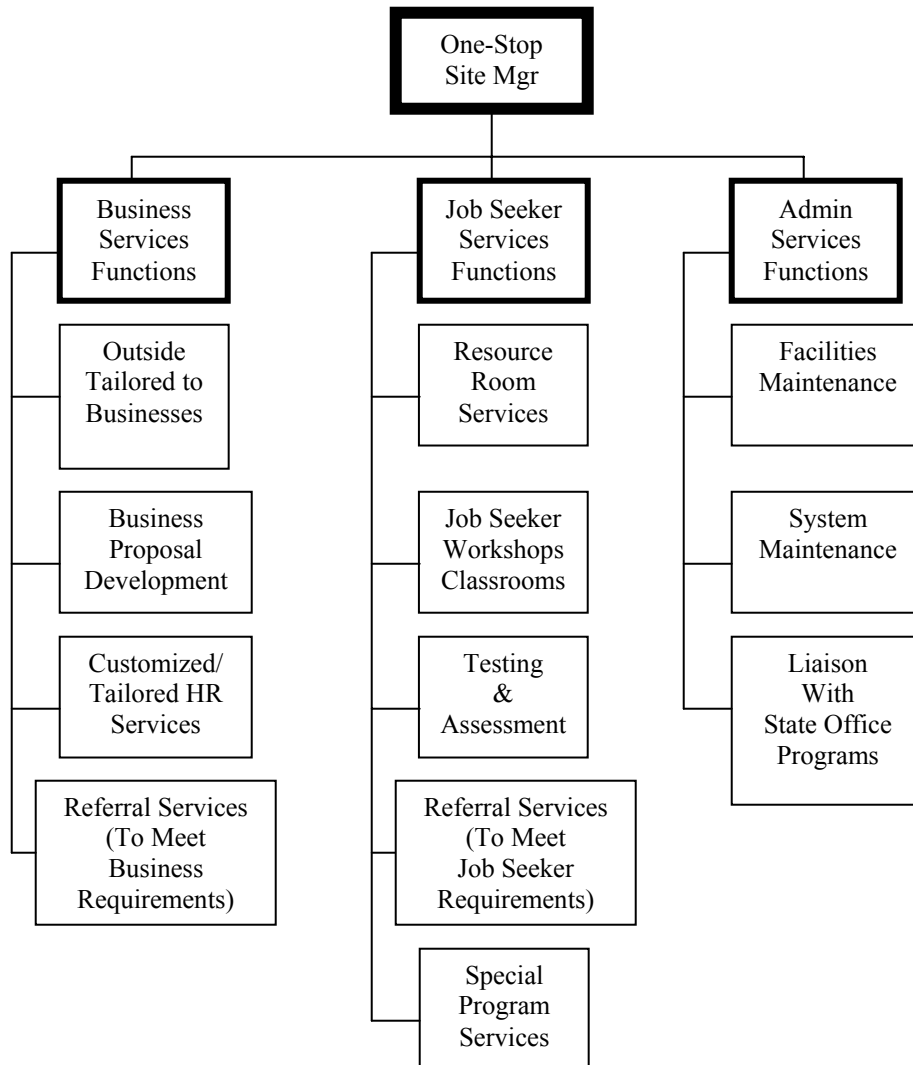


Management Model

Appendix I

MODEL	NM WORKFORCE DEFINITIONS	NEW MEXICO ONE-STOP MANAGEMENT MODEL WORKFORCE							
Objectives / Strategy: Build New Mexico’s wealth by delivering business-driven services to businesses, industries, workers and job seekers by integrating the services provided by workforce-related organizations and programs, in order (1) to improve basic value-added workforce and human resource services and (2) to provide services to more businesses, workers and job seekers, providing basic human resource services to all, customizing workforce services for businesses requesting them, establishing “Workforce Alliances” with priority industries to tailor workforce services to meet their requirements, and delivering a range of workforce, skills enhancement and education services for workers and job seekers.									
Financial/ Regulatory	Quality and cost of services delivered and numbers of individuals and businesses served will increase. Program regulations will be complied with and program performance requirements will be met and exceeded.	Increase Business & Worker Wealth Increase Number of Priority Industries/Businesses Served Increase Number of Workers/Job Seekers Served in Priority Industries/Businesses Improve Cost Structure (Efficiency: Cost/Outcome) Exceed Program Performance Requirements Comply with Program Regulations							
Business/Job Seeker Perspective	Businesses will receive services and experience results as demanded in numerous studies, focus groups and “listening sessions”. Workers will receive services and experience results as demanded in numerous studies, focus groups and listening sessions.	Results			Experience				
		Business	-Qualified Applicants -Timely Referral -Improved Skills -Higher Productivity	Job Seeker	-Prepared for Job Search -Qualified for Job Referral -Improved Skills -Higher Productivity -Career Mobility	Business	-Staff know the industry -Staff knows the business -Easy access to services -Staff know job requirements	Job Seeker	-Listened to -Assisted tailored to need/situation -Informed re employment ops -Assisted with job search, e.g. referred
Internal Perspective	Organization and operations will reflect local Board’s strategy and align to achieve service experiences and results throughout delivery (e.g. Human Resource Basics -- recruitment, screening, referral, training; skills enhancement, placement/employment, retention, career mobility).	Customer Management	Business: -Provide Human Resource Basics to Businesses - Dedicated Phone Line -Single Point of Contact -Support Priority Industry Workforce Alliances -Dedicated Industry Rep -Tailored Workforce Service Delivery for Priority Industries -Training to Industry/Employer Standard -Flexibly Develop/Deliver Training - Tailor Services for Priority Industries -Improve Processes to Develop & Improve Business Service Delivery Worker: -Provide access to more & better job openings, career opportunities & training.			Operations Management	Regulatory Requirements -Workplace & Customer Service Areas -Requirements / Waivers Operations Management -Business & Job Seeker Service Delivery Improvement -Cycles of Service Improvement to Achieve Results/Outcomes Innovation Processes -Business, Worker & Job Seeker Opportunities -Pilots, Demos, Tests -Design, Launch, Evaluate, Implement Cycle Improvements		
Developmental Perspective	Culture, Leadership, Alignment, Teamwork, Management, Staff Skills, Communications, Organization, Service Emphasis	Culture: Business-Driven; Assist Business to Solve Workforce Problems; Help Workers in Career Transition; Service Conscious; Results Focused Leadership: Elevate the Mission, Objectives & Strategy; Facilitate Implementation; Eliminate Barriers; Expedite Transition; Promote Continuous Service & Results Improvements based on Customer Feedback Alignment: Systems & Processes are Designed to Achieve Experiences and Outcomes, e.g. Flexible Service Delivery → Flexible Job Descriptions Teamwork: Functional Assignments, Service Delivery by Teams Supported by Various Funding Streams, Programs & Institutions. Management: Accountability, Responsibility & Authority to Supervise and Direct Teams and Individuals, Service Development & Service Delivery.			Staff Skills: Developing, designing and delivering demand-driven services; team work; flexibility Communications: Business Services <-> Worker Services; Businesses & Industry <-> Business Services; Workers & Job Seekers <-> Worker Services Organization: Functional Organization; Service Teams; Team-based Service Delivery; Cost Pooling/Sharing for Operations & Service Delivery Service Emphasis: Enhance Business-Driven Strategy; Improve Results for Businesses, Workers & Job Seekers				

One-Stop Functional Organization Model



Appendix J

The One-Stop Functional Organizational Model on the left appears “traditional”, but is based on functions. Functional supervision is required to integrate the similar services offered by partners. For example, “Business Services Functions” are provided by WIA, Wagner-Peyser, Vets and other programs, funding streams and organizational efforts; one of the functions is contacting businesses. Businesses have specified that contacts not be duplicated and that a single point of contact be implemented. The One-Stop Site Mgr is responsible for directing Business Services Functions, satisfying this business requirement.

Service Cost Allocation Model

Appendix K

Service Cost Allocation Model Over View	Appendix K – 1
Service Cost Allocation Detail for Manager of First Impressions	Appendix K – 2
Service Cost Allocation Detail for Level 1 Business Services	Appendix K - 3
Service Cost Allocation Detail for Level 1 Job Seeker Services	Appendix K - 4
Service Cost Allocation Detail for Level 2 Business Services	Appendix K - 5
Service Cost Allocation Detail for Level 2 Job Seeker Services	Appendix K - 6
Service Cost Allocation Detail for Level 3 Business Services	Appendix K - 7
Service Cost Allocation Detail for Level 3 Job Seeker Services	Appendix K - 8
Service Cost Allocation Detail for Special Partner Services	Appendix K - 9

Over View Services / Activities / Tasks Involved & Agencies, Programs & Funding Streams Benefiting / Cost Allocation Method

		SERVICES with COSTS to be ALLOCATED		Benefiting Agencies/Programs	ALLOCATION METHOD	Other Method
SERVICES	0	Mgr of First	Impressions	All Agencies/Programs	% of all participants	
	Level 1	Business Information & Resources (Level 1)		All Agencies/Programs	% of all participants	
		Job Seeker Employment Info & Resources (Level 1)		All Agencies/Programs	% of all participants	
	Level 2	Custom Workforce Services (Level 2)		All Agencies/Programs	% of all participants	
		Skills Enhancement & Career Development (Level 2)		All Agencies/Programs	% of all participants	
	Level 3	Industry Services (Level 3)		All Agencies/Program	% of all participants	
		Training & Education (Level 3)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	
	Level 4	Specialized Partner Services (Level 4)		Funding per Specific Agencies/Programs	Based on Co- or Multiple Eligibility	

“MANAGER OF FIRST IMPRESSIONS”: SERVICE RESOURCE ALLOCATION

K-2

0															
1			WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	
2	Greeting, listening to situation, initial assessment of needs, review of resources available.	X	X	X	X	X	X	X	X	X	X				
3	Staff activities include:														
4	Greets individuals entering the One-Stop														
5	Provides cursory overview of Resource Room facilities, range of One-Stop resources, etc.														
6	Listens for needs & to understand business's / worker / job seeker's situation.														
7	Introduces individuals to and assists individuals with logistics of the One-Stop														
8	Provides direction to resource or resources to serve business / worker / job seeker's needs														
9															
10															
11															

The general service to be provided, that of managing first impressions, is shown in line 2; details on activities involved in the service are shown in lines 4-8. Since participants of all One-Stop participating programs, agencies, funding streams benefit from the service, all programs, agencies, funding streams will contribute to the costs of the person(s) serving as “Manager of First Impressions”; the potential partners are shown in columns B – N (actual partners are anticipated to change as the One-Stop develops). A reasonable basis for allocation of the cost of service is number of participants from each program, agency, funding stream served by the One-Stop; each program, agency, funding stream’s percentage of the total will determine its percentage of costs for the Manager of First Impression. Other services will be treated similarly for cost allocation purposes, as shown in the following Appendices K-3 – K-9.

BUSINESS INFORMATION & RESOURCES (Level 1)
SERVICES & RESOURCE ALLOCATION

K-3

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Assist businesses to use Level 1 services (especially, explain the structure of the service and expected results, i.e. suppressed, non-suppressed, priority, "Levels")													
2	Respond to dedicated phone line for business contacting the One-Stop													
3	Assist businesses to post Job Openings through the Internet													
4	Assist businesses to access applicant resumes / applications													
5	Assist businesses to access a variety of Labor Market Information and information on affirmative action, diversity, tax incentives, training programs, human resource-related subjects, labor relations, healthy workplace.													
6	Assistance includes helping with use of equipment, on-line tools (e.g. resume builder, job search applications), Internet, facilities (e.g. phone, fax, copy machines, computers, fax, Internet, various self-assessments & self-tests, interview space).													
7	Listen, assess and provides information on additional services, e.g. outplacement.													
8														
9														

EMPLOYMENT INFORMATION & RESOURCES (Level 1)

SERVICES & RESOURCE ALLOCATION

K-4

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	Hosting, Monitoring, Helping, Providing for, Assisting Job Seekers in the Resource Room	X	X	X	X	X	X	X	X	X	X			
	Hosting, monitoring, helping, providing for and assisting activities include:													
	Orienting to the Resource Room includes informing customers of equipment, services, information and help they may need, require or desire.													
	Helping to access and use Job Listings includes “bringing up” job orders, searching, interpreting, evaluating.													
	Assisting with “self-referral” includes information on “the system”, definition of terms, interpretation of the screens, etc.....													
	Job Search Skills / Application / Resume Builder													
	Assisting with access to Unemployment Service information (thru phone)													
	Helping includes helping to find, access and use such services as career services, occupational profiles, job skills requirements, job profiles, wage information, a range of labor market information, training facilities and programs.													
	Providing information includes information on community resources (e.g. child care, transportation, etc), Unemployment Insurance													
	Assistance includes helping with use of equipment, on-line tools (e.g. resume builder, job search applications), Internet, facilities (e.g. phone, fax, copy machines, computers, fax, Internet, various self-assessments & self-tests, interview space).													

CUSTOM WORKFORCE RESOURCES (Level 2)

SERVICES & RESOURCE ALLOCATION

K-5

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Respond to dedicated phone line for business contacting the One-Stop													
2	Assist businesses to post job openings through the Internet													
3	Assist businesses to access applicant resumes / applications													
4	Assist businesses to identify job requirements													
5	Assist businesses to describe jobs accurately in the postings/descriptions													
6	Assist businesses with limited recruitment													
7	Assist businesses with screening criteria and screening potential referrals.													
8	Assist business to identify appropriate skills testing/ assessment tools													
9	Assist by conveying accurate job requirements to potential applicants													
10	Assist by conveying accurate job applicant skills to businesses													
11	Refer screened / qualified applicants													
12														

SKILLS ENHANCEMENT & CAREER DEVELOPMENT (Level 2)

SERVICES & RESOURCE ALLOCATION

K-6

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HEL P	Job Corps	X	Y	Z
1	Staff/guided referrals to job openings (for suppressed, non Level 3 Businesses)													
2	Screen for barriers for referral to non-program-specific support services													
3	Screen for potential eligibility for a program													
4	Assist with Self-administered assessment or test													
5	Plan, schedule, and conduct workshops, including Job Finding, Resume Writing p, Interviewing Skills.													
6	Plan, schedule, and conduct Job Club.													
7	Plan, schedule conduct work & life skills education workshops, including basic skills, basic computer skills, employability skills, money management skills.													
8	Attend and assist job seekers during industry/business/ employer-specific information session													
9														

INDUSTRY SERVICES (Level 3)
SERVICES & RESOURCE ALLOCATION

K-7

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Perform Duties of Designated Account Representative for each business customer in a Level Priority Industry													
2	Conduct Job Analysis													
3	Conduct Job Profiling													
4	Assist with Job Descriptions													
5	Assist with Job Order Writing													
6	Deliver Customized Recruitment													
7	Deliver Customized Screening													
8	Perform Reference Checks													
9	Perform Drug Testing													
10	Provide Candidate Assessment Testing													
11	Convey Job Requirements to Potential Applicants													
	Convey Job Potential Job Applicant's Skills to Business													
	Refer Screened/Qualified Applicants													

K-7 (Cont)

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	Establish/Validate Licensing or Industry Skill Requirements													
	Provide Occupational Skills Specific Training													
	Customized Work Training													
	Work Experience													
	On-the-Job Training													
	Work Experience (Subsidized)													
	Work Experience (Community Service)													
	EEO/Affirmative Action & Employment Information													
	Provide Support to Industry Workforce Networking Group													

TRAINING & EDUCATION SERVICES (Level 3)

SERVICES & RESOURCE ALLOCATION

K-8

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
	Individual Training for Program Eligibles.	<u>NOTE:</u> Training and Education in Level 3 involves participation conditioned on program eligibility. Unlike Level 2, which has training and education workshops that are not “eligibility conditioned”, Level 3 training and education is individualized and eligibility determined. Eligibility requirements specify that funds for individualized training be expended under specific circumstances. In addition, local Workforce Board’s designate training funds for skills training in Priority Industries. In instances, individuals may be found to eligible for training support under more than one or under multiple programs; in other cases, under a single program; therefore, the extent of cost allocation will vary. However, where possible, co-enrollment, co-funding and cost allocation are encouraged in the One-Stop.												

SPECIALIZED PARTNER SERVICES (Level 4)

K-9

SERVICES & RESOURCE ALLOCATION

		WIA	TANF	W-P	VETS	UI	Gold Mentors	EOC	LNCS DVR	HELP	Job Corps	X	Y	Z
1	Determine eligibility for specific program(s)	NOTE: Specialized Partner Services involve specific program eligibility determination and “Case Management”. Eligibility and case management requirements are prescribed by programs and specify rigorous rules, regulations and policies; therefore, Specialized Partner Services often require program specific expertise and program unique requirements are often specified for job seeker continuing eligibility. In instances, individuals may be found to eligible for more than one or for multiple programs; in other cases, a single program; therefore, the extent of cost allocation will vary. However, where possible, co-enrollment and cost allocation are encouraged in the One-Stop.												
2	Case management	A	B	C	D	E	F	G	H	I	J			
3	Conduct, interpret, explain comprehensive assessments	A	B	C	D	E	F	G	H	I	J			
4	Screen for barriers for referral to program-specific (i.e. eligibility-restricted) support services	A	B	C	D	E	F	G	H	I	J			
6	Follow-up / follow-through on plans.	A	B	C	D	E	F	G	H	I	J			
7	Plan, arrange and “monitor” occupational skills specific training ¹ for eligible participants (per Board Policy / Bus Plan) in cooperation with Account and/or Business Service Reps	A	B	C	D	E	F	G	H	I	J			
8	Plan, arrange and “monitor” eligible participant progress in skills education. ¹	A	B	C	D	E	F	G	H	I	J			
	¹ Occupational skills specific training includes customized training, on-the-job training, work experience (subsidized, un-subsidized and community service). Work and life skills education includes basic skills, basic computer skills, employability skills, and money management skills.													

Allocation Methods for Facilities, Equipment and Operations are more straightforward than are allocation methods for service provision; in addition, such costs have been allocated historically and methods are already in use. It is the allocation of service costs that is of primary concern. It is anticipated that the allocation methods for facilities, equipment and operating costs will be refined as the One-Stop implementation progresses.

Summary of Expected Results and Measures For Businesses, Industries, Workers and Job Seekers

Businesses & Industries Metrics

Results Expected for Businesses & Industries

- Business has a single point of contact, not several and no competing contacts;
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs;
- Paperwork and processes is not a burden for employers;
- Adequate and appropriate initial and comprehensive assessment of customers and pre-screening ensures appropriate referrals.

Metrics for Expected Results for Businesses & Industries

- Job orders from new and/or repeat employer customers by priority industry
- Increase in number of job seekers placed in jobs by Central Board One-Stops.
- Increase in number of people who are trained, placed, and retained in high demand occupations and priority industries.
- Referrals from One-Stop remain employed (by priority industry)
- Investment of a minimum 90% of training resources in target industry occupations.

Workers & Job Seekers Metrics

Results Expected for Workers & Job Seekers

- Available funding is likely to serve larger numbers of customers because of business's & industries' actual demand for workers from the One-Stop and due to focused approach to serving customers', *including employers'* requirements,
- Systems, processes and paperwork are in place to support successfully meeting employer and customer needs;

Metrics for Expected Results for Job Seekers & Workers

- Increase in industry and occupational awareness and skills for youth.
- Increase number of job seekers placed in jobs by LCWC.
- Increase in number of people from target population groups who are trained, placed, and retained in high demand occupations and priority industries.
- Targeted training resources and other opportunities for self-sufficiency, ensures the system is responsive to those most in need.

Strategic Approach

Priority Industries: Strategy and Areas of Measurement

Priority Industries are selected based on criteria* that will lead to win/win/win/win for business, worker, community, One-Stop, e.g.:

- Greater likelihood that occupations characterized by high wages, growth and promotion will be identified, targeted and positions filled—all based on demand;
- Growing industry (increasing employment and payroll wages)
- Industry characterized by existing (rather than new, or start-up) businesses within that industry
- Contributes to improved quality of life in the region
- Maintain clear paths for career mobility and promotional opportunities
- Characterized by high wages relative to other industries

*Metrics for determining win/win/win/win success and appropriateness of the criteria to be determined.

